United Nations

Biennial programme plan and priorities for the period 2008-2009

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Sixty-first Session
Supplement No. 6 (A/61/6/Rev.1)

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Note

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Preface

1. The General Assembly, in its resolution 58/269 entitled "Strengthening of the United Nations: an agenda for further change", requested the Secretary-General to prepare, on a trial basis, for submission to the General Assembly at its fifty-ninth session, a strategic framework to replace the four-year medium-term plan, which would comprise in one document:

(a) Part one: a plan outline, reflecting the longer-term objectives of the Organization;

(b) Part two: a biennial programme plan, to cover two years.

2. The General Assembly also affirmed in that resolution that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation; decided to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including the necessity of maintaining part one, and requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process. The Assembly also decided that the programme narratives of the programme budget fascicles should be identical to the biennial programme plan.

3. In its resolution 59/275, the General Assembly requested the Secretary-General to prepare and propose a plan outline, reflecting the longer-term objectives of the Organization and a biennial programme plan in the context of the strategic framework for the biennium 2008-2009 based, inter alia, on the following principal criteria:

(a) The longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the United Nations;

(b) Outcomes of the intergovernmental conferences and summits;

(c) Inputs from relevant programme managers;

(d) Use of intergovernmentally agreed terms and expressions.

4. The Secretary-General submitted to the General Assembly at its sixty-first session, through the Committee for Programme and Coordination at its forty-sixth session,[1] the proposed plan outline and biennial programme plan of the strategic framework for the period 2008-2009.[2] For its deliberations the Committee also had before it a conference room paper prepared by the Secretariat on the review of part two: biennial programme plan by the relevant sectoral, functional and regional bodies.

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[1] *Official Records of the General Assembly, Sixty-first Session, Supplement No. 16 and corrigendum* (A/61/16 and Corr.1).

[2] A/61/6 (Part one), Prog. 1-13, 14/Rev.1 and 15-27.

5. The General Assembly, in its resolution 61/235 entitled "Programme planning", having considered the report of the Committee for Programme and Coordination,[1] endorsed the conclusions and recommendations contained therein with respect to the biennial programme plan for the period 2008-2009 subject to the provisions of that resolution, and decided not to take a decision on the content of part one: plan outline. By its decision 61/533, the General Assembly decided to approve programme 19, Human rights, of the proposed strategic framework for the period 2008-2009, subject to the provisions of that decision and to the additional modifications contained in the annex. By its decision 61/545, the Assembly decided to approve subprogramme 1, Economic and Social Council support and coordination, of programme 7, Economic and social affairs, of the proposed strategic framework for the period 2008-2009.

[13 February 2007]

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Priorities for the period 2008-2009

The General Assembly, in its resolution 61/235, decided that the priorities for the period 2008-2009 would be the following:

(a) Maintenance of international peace and security;

(b) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

Programme 1

General Assembly and Economic and Social Council affairs and conference management

Overall orientation

1.1 The overall objectives of this programme are: (a) to facilitate, through the provision of technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies; and (b) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

1.2 The basic mandates for this programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, particularly resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, which established the terms of reference of the Committee.

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi are responsible for the implementation of this programme and the achievement of its objectives. Pursuant to Assembly resolutions 57/300 and 60/236 A and B as well as the provisions relevant to conference services of its resolutions on multilingualism, the strategic framework under this programme seeks to make further advancement in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium, both technical secretariat support and conference-servicing support to the intergovernmental and expert bodies serviced by the Department will continue to be provided in a proactive and synergistic manner to achieve full-system benefits across conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. The implementation of global management will continue to evolve in response to new challenges of standardizing administrative policies, practices and procedures across all conference-servicing duty stations. Together with this, the global information technology initiative will allow the identification, development and deployment of standardized and optimized systems in order to achieve a high level of efficient and effective resource utilization and virtualization of operations. Continued focus on training and upgrading of staff skills will facilitate effective implementation of available new technologies and efficiency tools. These efforts, subject to related provisions of the above-mentioned General Assembly resolutions, will result in enhanced quality, productivity, timeliness and cost-effectiveness of the operations under this programme. Effective measures to be taken by the Department to seek the evaluation by Member States of the quality of the conference services provided to them, as a key performance indicator of the Department, will provide equal opportunities to Member States to present their evaluations in the six official languages of the United Nations and will be in full compliance with relevant resolutions of the General Assembly.

A. Conference management, New York

Subprogramme 1

General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To facilitate deliberations and decision-making by intergovernmental bodies.[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies referring to the conduct of meetings as well as to the level and quality of technical secretariat services
(b) Improved timely preparation and submission of procedural documentation for intergovernmental meetings serviced by the Department for General Assembly and Conference Management	(b) Increased compliance rate with the submission deadline of the final reports of the intergovernmental bodies serviced by the Department

[a] Refers to the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees of the Assembly, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department for General Assembly and Conference Management.

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[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

Strategy

1.5 This subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance to the presidents/chairpersons and bureaux of the intergovernmental bodies serviced by the Department in their work. Provision of substantive, analytical and historical information on the proceedings of the General Assembly and the Economic and Social Council and the subsidiary machinery with a view to developing appropriate proposals for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and documentation services (ii) Increased percentage of shared staffing for meetings held away from established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between the number of meetings planned and the number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline

documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Shared staffing is dependent on the type and venue of meetings. These indicators are global; the same information is presented for each conference-servicing duty station.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of receiving duty station.

Strategy

1.6 Substantive responsibility for this subprogramme is assigned to the Central Planning and Coordination Service of the Department. The Service will focus on:

(a) Harmonizing policies and procedures at all conference-servicing centres of the Organization;

(b) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and cost information;

(c) Analysing available conference resources for mandated meetings through regular consultations with United Nations intergovernmental and expert bodies at Headquarters and other duty stations with a view to assessing needs and improving capacity utilization for meetings and documentation services;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing substantive and technical support to the Committee on Conferences for the effective delivery of its mandate;

(f) Monitoring cost-effective global utilization of conference-servicing resources through regular production and delivery of global statistical reports;

(g) Upgrading and further developing technological capacity in conference services, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) Optimal mix of various modes of translation (measured in percentage of words)

Strategy

1.7 This subprogramme is under the responsibility of the Documentation Division. Emphasis will be placed on achieving greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the Division's workflow in the areas of editing, referencing, terminology support, translation and contractual translation. This will include:

(a) Development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing improvement of referencing working methods, including the possibility of providing ready access for translators, editors and others involved in documents production and processing to the reference materials they need to do their job by creating and maintaining a comprehensive searchable archive of reference materials;

(c) Further improvements in documents planning, management and scheduling, which should make it increasingly possible to avoid resorting to self-revision in cases where maintaining the highest standards of quality and consistency would require full revision;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting virtualization of the Division's operations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Quality and cost-effectiveness of interpretation, verbatim reporting and publishing services	(b) (i) Optimal mix of various modes of interpretation and verbatim services (measured in percentage of workdays)
	(ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.8 This subprogramme is under the responsibility of the Meetings and Publishing Division. The Division will focus on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, verbatim reporting and publishing services, in particular through optimum allocation of available resources, information-sharing with other conference centres regarding interpretation workload and training of staff in the application of information technology in interpretation and publishing processes;

(b) Expansion of cost-effective modes of documentation publishing to achieve better quality and timeliness;

(c) Expansion of the pool of qualified freelancers who can perform off-site work;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting workload-sharing among conference-servicing duty stations and virtualization of the Division's operations.

B. Conference management, Geneva[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and documentation services (ii) Increased percentage of shared staffing for meetings held away from established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between the number of meetings planned and the number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule

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[2] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Shared staffing is dependent on the type and venue of meetings. These indicators are global; the same information is presented for each conference-servicing duty station.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of receiving duty station.

Strategy

1.9 Within the Conference Services Division of the United Nations Office at Geneva, substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service. The Service will focus on:

(a) Conducting regular consultations with United Nations bodies serviced by the Division with a view to assessing and assisting in formulating their conference-servicing needs;

(b) Planning and coordinating the calendar of conferences and meetings of the United Nations in Geneva on the basis of workload statistics, performance indicators and cost information;

(c) Analysing available conference resources for mandated meetings and optimizing submission of all pre-session documentation;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Achieving cost-effective global utilization of conference-servicing resources through regular production and delivery of global statistical reports;

(f) Upgrading and further developing technological capacity in conference services, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) Optimal mix of various modes of translation (measured in percentage of words)

Strategy

1.10 This subprogramme is under the responsibility of the Languages Service and the Editing Section of the Publishing Service. The focus will be on achieving greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the workflow of the Services in the areas of editing, referencing, terminology support, translation and contractual translations. This will include:

(a) Development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing improvement of referencing working methods, including the possibility of providing ready access for translators, editors and others involved in documents production and processing to the reference materials they need to do their job by creating and maintaining a comprehensive searchable archive of reference materials;

(c) Further improvements in documents planning, management and scheduling, which should make it increasingly possible to avoid resorting to self-revision in cases where maintaining the highest standards of quality and consistency would require full revision;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting virtualization of the operations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, meetings and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in percentage of workdays) (ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.11 This subprogramme is under the responsibility of the Interpretation Service, the Publishing Service and the Text-processing Section of the Languages Service. The focus will be on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation and publishing services, in particular through optimum allocation of available resources, information-sharing with other conference centres regarding interpretation workload and training of staff in the application of information technology in interpretation, publishing and text-processing processes;

(b) Expansion of cost-effective and other modes of documentation publishing to achieve better quality and timeliness;

(c) Expansion of the pool of qualified freelancers who can perform off-site work;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting workload-sharing among conference-servicing duty stations and virtualization of the Division's operations.

C. Conference management, Vienna[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and documentation services (ii) Increased percentage of shared staffing for meetings held away from established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between the number of meetings planned and the number of meetings held
(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

[a] Shared staffing is dependent on the type and venue of meetings. These indicators are global; the same information is presented for each conference-servicing duty station.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of receiving duty station.

Strategy

1.12 Within the Conference Management Service at the United Nations Office at Vienna, substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section. The Section will focus on:

(a) Assessing the conference-servicing needs of United Nations bodies stationed in Vienna and client organizations (International Atomic Energy Agency, United Nations Industrial Development Organization, Comprehensive Nuclear-Test-Ban Treaty Organization), assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates, to set sessional dates and intersessional meetings, and increased upstream outreach in order to provide drafting and pre-editing assistance to substantive secretariats;

(b) Analysing of available conference resources for mandated meetings and optimizing the submission of all pre-session documentation;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Monitoring cost-effective global utilization of conference servicing resources through regular production and delivery of global statistical reports;

(e) Upgrading and further developing technological capacity in conference services, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) Optimal mix of various modes of translation (measured in percentage of words)

Strategy

1.13 This subprogramme is under the responsibility of the six translation sections and the Text-Processing Section, the Editorial Control Unit and the Library and Linguistic Support Unit. The focus will be on achieving greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the Division's workflow in the areas of editing, referencing, terminology support, translation and contractual translation. This will include:

(a) Development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing improvement of referencing working methods, including the possibility of providing ready access for translators, editors and others involved in documents production and processing to the reference materials they need to do their job by creating and maintaining a comprehensive searchable archive of reference materials;

(c) Further improvements in documents planning, management and scheduling, which should make it increasingly possible to avoid resorting to self-revision in cases where maintaining the highest standards of quality and consistency would require full revision;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting virtualization of the operations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, meetings and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in percentage of workdays)
	(ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.14 This subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit. During the biennium, emphasis will be placed on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation and publishing services, in particular through optimum allocation of available resources, information-sharing with other duty stations regarding interpretation workload and capacities, sharing of in-house capacities with other duty stations and training of staff in the application of information technology in meeting servicing, interpretation and publishing processes;

(b) Expansion of cost-effective and other modes of documentation publishing to achieve better quality and timeliness;

(c) Expansion of the pool of qualified freelancers who can perform off-site work;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting workload-sharing among conference-servicing duty stations and virtualization of the Division's operations.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning, development and coordination of conference services

Objective of the Organization: To optimize utilization of meetings and documentation services capacity in a globally coordinated manner.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conference services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs and members of expert bodies as to the quality of conference services
(b) Efficient utilization of the global capacity of integrated conference services, where feasible and more cost-effective, without adversely affecting the quality of services provided	(b) (i) Increased percentage of capacity utilization for interpretation and documentation services (ii) Increased percentage of shared staffing for meetings held away from established conference-servicing duty stations[a,b]
(c) Increased utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements	(c) Improved balance between the number of meetings planned and the number of meetings held

(d) Strengthening of the responsibility and accountability system within the Secretariat in order to ensure the timely submission of documents for processing and the timely issuance of documents to Member States and participants at meetings, in accordance with the six-week rule for the availability of documentation	(d) (i) Increased percentage of documents submitted by author departments/offices in accordance with the required deadline (ii) Increased percentage of documents submitted on time, within page limits and issued in accordance with the six-week rule
(e) Increased provision of conference services that are requested by regional and other major groupings of Member States	(e) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services (ii) Increased percentage of meetings of regional and other major groupings of Member States provided with conference facilities

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[a] Shared staffing is dependent on the type and venue of meetings. These indicators are global; the same information is presented for each conference-servicing duty station.

[b] Work performed by staff on loan from other duty stations is reflected in workload indicators of receiving duty station.

Strategy

1.15 Within the Division of Conference Services of the United Nations Office at Nairobi, substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section. The Section will focus on:

(a) Assessing conference-servicing needs and planning and coordination of the conference services of the United Nations Environment Programme, and the United Nations Human Settlements Programme and other United Nations system organizations stationed in Nairobi, on the basis of approved mandates and meeting requests and availability of capacity in conference resources at the United Nations Office at Nairobi and other headquarters, and assisting them in formulating those needs in the most cost-effective manner;

(b) Analysing available conference resources for mandated meetings and optimizing submission of all pre-session documentation;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Monitoring cost-effective global utilization of conference-servicing resources through regular production and delivery of global statistical reports;

(e) Upgrading and further developing technological capacity in conference services, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively, while keeping the General Assembly aware of new technologies that can be used in the Organization to achieve timeliness and better quality of services provided.

Subprogramme 3
Documentation services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing and translation of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of translation and editorial services
(b) Quality and cost-effectiveness of editing and translation services	(b) Optimal mix of various modes of translation (measured in percentage of words)

Strategy

1.16 This subprogramme is under the responsibility of the Translation and Editorial Section. Emphasis will be placed on achieving greater quality and cost-effectiveness through the further integration of information technology efficiency tools into the Section's workflow in the areas of editing, referencing, terminology support, translation and contractual translation. This will include:

(a) Development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing improvement of referencing working methods, including the possibility of providing ready access for translators, editors and others involved in documents production and processing to the reference materials they need to do their job by creating and maintaining a comprehensive searchable archive of reference materials;

(c) Further improvements in documents planning, management and scheduling, which should make it increasingly possible to avoid resorting to self-revision in cases where maintaining the highest standards of quality and consistency would require full revision

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting virtualization of the operations.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To ensure effective multilingual communication among representatives of Member States at intergovernmental organs and members of expert bodies of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, meetings and publishing services	(a) Reduced number of complaints by representatives of Member States to intergovernmental organs, members of expert bodies and client departments as to the quality of interpretation, meetings and publishing services
(b) Quality and cost-effectiveness of interpretation, meetings and publishing services	(b) (i) Optimal mix of various modes of interpretation services (measured in percentage of workdays) (ii) Increased proportion of printing on demand (measured in pages)

Strategy

1.17 This subprogramme is under the responsibility of the Interpretation and Publishing Section. The Section will focus on:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation and publishing services, in particular through optimum allocation of available resources, information-sharing with other duty stations regarding interpretation workload and capacities, sharing of in-house capacities with other duty stations and training of staff in the application of information technology in meeting servicing, interpretation and publishing processes;

(b) Expansion of cost-effective and other modes of documentation publishing to achieve better quality and timeliness;

(c) Expansion of the pool of qualified freelancers who can perform off-site work;

(d) Design, implementation and sustained maintenance of a robust information and communications technology backbone capable of supporting workload-sharing among conference-servicing duty stations and virtualization of the Division's operations.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/309	Multilingualism
59/313	A strengthened and revitalized General Assembly
60/236 A and B	Pattern of conferences

Programme 2
Political affairs

Overall orientation

2.1 The overall objective of the programme is to maintain international peace and security by assisting States involved in disputes or conflict to resolve their differences peacefully, in accordance with the principles of the Charter of the United Nations and the resolutions emanating from the various organs of the Organization, wherever possible, by preventing conflicts from arising through preventive diplomacy and peacemaking. The direction of the programme is provided in the pertinent resolutions of the General Assembly and the mandates of the Security Council, which has the primary responsibility for the maintenance of international peace and security. Within the Secretariat, substantive responsibility for the programme is vested in the Department of Political Affairs.

2.2 The strategy in meeting the programme's objectives is designed around six subprogrammes, including the Office of the United Nations Special Coordinator for the Middle East Peace Process as a separate subprogramme. The activities to be implemented relate to: early warning; preventive diplomacy; peacemaking and post-conflict peacebuilding; electoral assistance; the provision of substantive support to policymaking organs, such as the Security Council and its subsidiary bodies, the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples and the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and the role of the Special Coordinator for the Middle East Peace Process. These activities constitute the core functions of the Department of Political Affairs and together represent interdependent and complementary components of a comprehensive conflict-prevention, conflict-management and peacebuilding approach.

2.3 The Department will continue to strive to reinforce the Organization's capacity for early warning, good offices and non-military measures to prevent disputes from escalating into conflicts, as well as to resolve conflicts that have erupted, while fully respecting the sovereignty, territorial integrity and political independence of Member States and the principle of non-intervention in matters that are essentially within the domestic jurisdiction of any State as well as respecting the principle of consent, which is an essential element for the success of such efforts. The Department will also endeavour to enhance its capacity with regard to the political aspects of peacebuilding, as approved by the relevant intergovernmental bodies.

2.4 The Department of Political Affairs will continue to work with the United Nations Office on Drugs and Crime and with other relevant departments within the Secretariat in the implementation of Security Council resolution 1373 (2001) on the subject of terrorism.

2.5 Special attention will also be given to incorporating a gender perspective into the work of the programme, in accordance with relevant resolutions of the Security Council, the Economic and Social Council and the General Assembly.

Subprogramme 1
Prevention, control and resolution of conflicts

Objective of the Organization: To maintain international peace and security through prevention, control and resolution of conflicts by peaceful means.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved capability of the international community to identify and address conflict situations and to participate in their resolution	(a) 100 per cent response to all requests of Member States and regional organizations for preventive action
(b) Maintenance of peace processes on track	(b) (i) The number of initiatives in support of peace processes
	(ii) The number of projects to support peacebuilding efforts

Strategy

2.6 Substantive responsibility for the subprogramme is vested in the regional divisions, namely, the Africa I and Africa II Divisions, the Americas and Europe Division, and the Asia and the Pacific Division, which are assisted by the Policy Planning Unit. In order to attain the objective of the subprogramme, the Department will promote a more effective and cohesive response to help prevent, control and resolve conflicts and to address post-conflict peacebuilding challenges facing countries emerging from crisis or conflict by: (a) responding in a timely manner to new conflict situations; (b) providing timely and accurate information, analysis and policy options; (c) formulating recommendations on measures that could be undertaken by the United Nations system; (d) making available, and providing substantive and technical support to, the Secretary-General's good offices aimed at facilitating peaceful outcomes of sensitive situations in various regions, including through formal mediation, where appropriate; (e) enhancing capacity for cooperation with regional and subregional organizations; (f) providing substantive support and guidance to special political and peacebuilding missions; (g) strengthening the Department's capacity and expertise in order to address challenges for peace and security more effectively; (h) undertaking research on post-conflict issues and best practices by the United Nations system in this area; and (i) developing coherent strategies for post-conflict peacebuilding, linking diplomatic, military, humanitarian and developmental efforts by the United Nations system and other international and regional actors. To this end, the Department of Political Affairs will work closely with other relevant parts of the United Nations system.

Subprogramme 2
Electoral assistance

Objective of the Organization: To render electoral assistance to Member States, at their request and in accordance with the relevant decisions of the Security Council and the General Assembly, through the provision of the technical and advisory support necessary for holding periodic and fair elections.

Expected accomplishment of the Secretariat	Indicator of achievement
Enhanced capacity of Member States requesting assistance to organize periodic and fair elections	Qualitative improvements of electoral processes as a result of United Nations assistance and support

Strategy

2.7 Substantive responsibility for the subprogramme is vested in the Electoral Assistance Division, which provides the leading role in all United Nations electoral assistance activities. To achieve the objective of the subprogramme, the Electoral Assistance Division will provide international expertise in a timely, coordinated and effective manner for the organization and conduct of electoral processes to requesting Member States, including key guidance and support in the context of peace negotiations, peacekeeping and peacebuilding missions. The Division will assess the conditions and the needs for the holding of credible elections in the requesting countries. On the basis of those assessments, the Division will formulate strategic responses and provide guidance on their execution, including technical cooperation and expert advice on the establishment and enhancement of electoral management bodies. In doing so, it will establish partnerships with national and international bodies, within and outside the United Nations system, in order to foster the consistent application of international standards. It will develop technical parameters and best practices in the electoral field. The Division will also provide guidance on the establishment of electoral components in peace operations and on the organization of elections based on a specific mandate. The Division, in compliance with resolutions of the General Assembly or the Security Council, will support United Nations electoral observers when deployed.

Subprogramme 3
Security Council affairs

Objective of the Organization: To facilitate the deliberations and effective decision-making by the Security Council and its subsidiary organs.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Meetings conducted in a timely and procedurally correct manner	(a) The degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division
(b) Improved access to information relating to the work of the Security Council and its subsidiary organs	(b) (i) Increased number of pages viewed of the online *Repertoire of the Practice of the Security Council* (ii) Increased number of visits to the Security Council home page
(c) Decisions of the Security Council and its subsidiary organs requiring substantive support by the subprogramme are implemented	(c) (i) Monitoring mechanisms under Security Council sanctions committees are established within the time frame stipulated by Security Council resolutions (ii) Missions of the Security Council and its subsidiary organs are carried out within the time frame stipulated by the relevant organ

Strategy

2.8 Responsibility for the subprogramme is vested in the Security Council Affairs Division, which will provide advice and substantive services to the Security Council and its subsidiary organs, particularly the sanctions committees and the Counter-Terrorism Committee, informal working groups, the Military Staff Committee and the Committee established pursuant to Security Council resolution 1540 (2004). Advice and substantive services will be provided through: timely issuance of parliamentary documentation and communications; effective coordination of meetings; provision of guidance, in accordance with the Charter, the Council's provisional rules of procedure, Council decisions and past practice, to the Council and wider United Nations membership; provision of support to expert monitoring groups and panels; planning and organization of missions by Council members and chairpersons of its subsidiary organs; research and analysis, including with respect to the implementation, effectiveness and impact of mandatory measures or sanctions imposed by the Council; advocacy and advice regarding the concept of "smarter" sanctions; and provision of familiarization sessions for new members of the Council with respect to the evolving procedure, practice and working methods of the Council and its subsidiary organs, particularly the sanctions committees.

Subprogramme 4
Decolonization

Objective of the Organization: To promote the decolonization process in accordance with the Charter of the United Nations and relevant resolutions of the General Assembly for the 16 remaining Non-Self-Governing Territories so as to bring about the complete eradication of colonialism.

Expected accomplishment of the Secretariat	Indicator of achievement
The Special Committee and the General Assembly will be able to carry out their decolonization mandates and make progress in the decolonization process of the 16 remaining Non-Self-Governing Territories	100 per cent of parliamentary documents are submitted within deadlines

Strategy

2.9 Responsibility for the subprogramme lies with the Decolonization Unit, which will provide support to the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples as well as to the General Assembly. The issues related to decolonization are guided by the Charter, as well as by the principles of the Declaration on the Granting of Independence to Colonial Countries and Peoples contained in Assembly resolutions 1514 (XV) and 1541 (XV) and other relevant Assembly resolutions.

2.10 The Special Committee and the General Assembly will continue to examine the situation with regard to political, economic and social developments in all territories that have not yet exercised their right to self-determination and to seek suitable means to implement the Declaration in accordance with the Charter and relevant resolutions of the Assembly. The Committee will continue to improve cooperation with the administering Powers at all stages of the decolonization process. It will examine the views of the representatives of the Non-Self-Governing Territories. It will also organize its regional annual seminars in the Caribbean and the Pacific, as well as visiting missions to the Non-Self-Governing Territories. Moreover, the Committee will continue to enlist worldwide support for decolonization and formulate proposals with respect to the issues on its agenda and report thereon to the Assembly.

2.11 In support of the above-mentioned legislative bodies, especially the Special Committee, advice and substantive assistance will be provided to the Committee, including: in its deliberations on the situation in the remaining 16 Non-Self-Governing Territories at the annual sessions; during the preparation and conduct of its seminars held alternately in the Caribbean and the Pacific; during visiting missions; and in any other activity carried out to implement the mandated programme of work of the Committee. Assistance will also be provided in improving the Committee's cooperation with the administering Powers, maintaining contacts with the representatives of the Non-Self-Governing Territories and developing relations with the organizations and agencies of the United Nations system aimed at achieving further progress in decolonization and bringing a complete end to colonialism. Supportive actions will include closely following the developments in the Non-Self-Governing Territories, conducting research and preparing working papers, reports and analytical and briefing materials. In addition, in cooperation with the Department of Public Information, information material, including publications and audio and visual programmes related to decolonization, will be prepared and disseminated to a wide audience, with a view to increasing the awareness of the international community with regard to the decolonization issues as well as in mobilizing international support for the achievement of the complete eradication of colonialism.

Subprogramme 5
Question of Palestine

Objective of the Organization: To enable the Palestinian people to exercise their inalienable rights.

Expected accomplishments of the Secretariat	Indicators of achievement
Through the work of the Division for Palestinian Rights, the Committee on the Exercise of the Inalienable Rights of the Palestinian People will generate heightened international awareness of the question of Palestine, as well as international support for the rights of the Palestinian people and the peaceful settlement of the question of Palestine	(i) Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives (ii) Increased number of civil society organizations accredited to the Committee on the Exercise of the Inalienable Rights of the Palestinian People (iii) Increased number of pages viewed on the United Nations website on the question of Palestine

Strategy

2.12 Substantive responsibility for implementing the subprogramme is vested in the Division for Palestinian Rights. The question of Palestine was first considered by the General Assembly in 1947. By its resolution 3376 (XXX), the Assembly established the Committee on the Exercise of the Inalienable Rights of the Palestinian People. Substantive and secretariat support will be provided to the Committee in its deliberations and its annual programmes of work. Assistance will also be provided to the Committee in promoting a comprehensive, just and lasting settlement of the question of Palestine in accordance with all relevant United Nations resolutions, as well as the full and effective implementation of the Israeli-Palestinian peace agreements. Moreover, assistance will be provided to the Committee in mobilizing international support and assistance for the Palestinian people, including technical cooperation, such as an annual training programme for officials of the Palestinian Authority. A negotiated settlement is expected to resolve all outstanding issues. Supportive action by the United Nations will continue until all aspects of the question of Palestine are resolved in a satisfactory manner in accordance with international legitimacy. Under the auspices of the Committee, thematic international meetings and conferences will be convened to increase awareness of the various aspects of the question of Palestine and to promote dialogue among the parties concerned, including Governments, intergovernmental organizations, entities of the United Nations system and civil society organizations. In addition, and for the same purposes, under the guidance of the Committee, informational materials and resources on the question of Palestine will be developed and updated, including publications, the United Nations Information System on the Question of Palestine (UNISPAL) and the United Nations website.

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

Objective of the Organization: To advance the Middle East peace process towards a comprehensive, just and lasting peace.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participants will re-engage in taking parallel steps towards a lasting peace	(a) Increased frequency of negotiations between parties involved in the conflict
(b) Mobilization of resources for improving the socio-economic conditions of the Palestinian people	(b) The level of resources made available for improving the socio-economic conditions of the Palestinian people is maintained
(c) Coordinated response to the humanitarian needs of the Palestinian people	(c) The number of joint projects and activities carried out by United Nations system organizations

Strategy

2.13 The Office of the United Nations Special Coordinator for the Middle East Peace Process was established in accordance with resolution 48/213, in which the General Assembly requested the Secretary-General to ensure the coordinated work of the United Nations system for an adequate response to the needs of the Palestinian people and to mobilize financial, technical and economic assistance, and with resolution 49/88, in which the Assembly welcomed the appointment of the Special Coordinator. The Special Coordinator serves as the United Nations focal point for the Middle East peace process, including the socio-economic aspects of the peace process and related United Nations development assistance for Jordan, Lebanon, the Occupied Palestinian Territories and the Syrian Arab Republic.

2.14 The Special Coordinator, through exploration with relevant actors, will develop ways to support the Middle East peace process and provide a coordinated United Nations response to the humanitarian needs of the Palestinian people. This will include responding to requests from negotiating parties and Member States for assistance related to the diplomatic and socio-economic aspects of the peace process. The Special Coordinator will also develop and provide recommendations on diplomatic, legal, socio-economic and security issues as part of United Nations diplomatic input to the Middle East talks and related consultations, in close coordination with relevant United Nations agencies and programmes. The Special Coordinator will continue to play a leading role in both formal and informal coordination mechanisms and will provide political and humanitarian guidance and support to United Nations agencies and programmes. Greater focus will be given to the linkage between the political processes and the social and economic situation that underpins and strengthens these processes.

Legislative mandates

Subprogramme 1
Prevention, control and resolution of conflicts

Charter of the United Nations, in particular Article 99

General Assembly resolutions

47/120 A	An Agenda for Peace: preventive diplomacy and related matters
47/120 B	An Agenda for Peace
52/12 A and B	Renewing the United Nations: a programme for reform
55/161	Observer status for the Economic Community of Central African States in the General Assembly
57/5	Elimination of unilateral extraterritorial coercive economic measures as a means of political and economic compulsion
57/26	Prevention and peaceful settlement of disputes
57/32	Observer status for the Inter-Parliamentary Union in the General Assembly
57/41	Cooperation between the United Nations and the Caribbean Community
57/47	Cooperation between the United Nations and the Inter-Parliamentary Union
57/156	Cooperation between the United Nations and the Council of Europe
57/157	Cooperation between the United Nations and the Organization of American States
57/296	Causes of conflict and the promotion of durable peace and sustainable development in Africa
57/298	Cooperation between the United Nations and the Organization for Security and Cooperation in Europe
57/337	Prevention of armed conflict
58/7	Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba

58/81	Measures to eliminate international terrorism
58/85	Observer status for the GUUAM [Georgia, Ukraine, Uzbekistan, Azerbaijan and the Republic of Moldova] in the General Assembly
58/86	Observer status for the East African Community in the General Assembly
59/5	Cooperation between the United Nations and the Association of South-East Asian Nations
59/8	Cooperation between the United Nations and the Organization of the Islamic Conference
59/9	Cooperation between the United Nations and the League of Arab States
59/20	Cooperation between the United Nations and the Pacific Islands Forum
59/22	Cooperation between the United Nations and the International Organization of la Francophonie
59/59	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
59/131	Question of Western Sahara
59/140	Cooperation between the United Nations and the Southern African Development Community
59/213	Cooperation between the United Nations and the African Union
59/310	Cooperation between the United Nations and the Economic Community of Central African States
60/1	2005 World Summit Outcome
60/39	Peaceful settlement of the question of Palestine
60/233	Situation of human rights in Myanmar

General Assembly decisions

60/509	Zone of peace and cooperation of the South Atlantic

Security Council resolutions

1196 (1998)	Importance of strengthening the effectiveness of arms embargoes in Africa

1197 (1998)	Support for regional and subregional initiatives on Africa and the strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace
1208 (1998)	Maintenance of the civilian and humanitarian character of refugee camps and settlements in Africa
1209 (1998)	Stemming the illicit arms flows to and in Africa
1318 (2000)	Declaration on ensuring an effective role for the Security Council in the maintenance of international peace and security, particularly in Africa
1366 (2001)	Prevention of armed conflict
1631 (2005)	Cooperation with regional organizations in maintaining international peace and security

Subprogramme 2
Electoral assistance

General Assembly resolutions

60/162	Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization

Subprogramme 3
Security Council affairs

Charter of the United Nations, in particular Articles 1, 7, 12 (2), 15, 24, 28, 29, 30, 45, 46, 47 and 50.

General Assembly resolutions

686 (VII)	Ways and means for making the evidence of customary international law more readily available
55/222	Pattern of conferences
60/23	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization

Security Council resolutions

Resolutions and decisions pertaining to the establishment and mandates of subsidiary organs created by the Council under the terms of Article 29 of the Charter of the United Nations, including resolutions 751 (1992), 1132 (1997), 1267 (1999), 1373 (2001), 1518 (2003), 1521 (2003), 1533 (2004), 1540 (2004), 1572 (2004), 1591 (2005) and 1636 (2005).

Subprogramme 4
Decolonization

General Assembly resolutions

1514 (XV)	Declaration on the Granting of Independence to Colonial Countries and Peoples
1541 (XV)	Principles which should guide Members in determining whether or not an obligation exists to transmit the information called for under Article 73 *e* of the Charter
1654 (XVI)	The situation with regard to the implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
2621 (XXV)	Programme of action for the full implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples
58/316	Further measures for the revitalization of the work of the General Assembly [annex, sect. D, para. 4 (b), Question of the Falkland Islands (Malvinas)]
60/120	Second International Decade for the Eradication of Colonialism
60/110	Information from Non-Self-Governing Territories transmitted under Article 73 *e* of the Charter of the United Nations
60/111	Economic and other activities which affect the interests of the peoples of the Non-Self-Governing Territories
60/112	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
60/113	Offers by Member States of study and training facilities for inhabitants of Non-Self-Governing Territories
60/114	Question of Western Sahara
60/115	Question of New Caledonia
60/116	Question of Tokelau
60/117	Questions of American Samoa, Anguilla, Bermuda, the British Virgin Islands, the Cayman Islands, Guam, Montserrat, Pitcairn, Saint Helena, the Turks and Caicos Islands and the United States Virgin Islands
60/118	Dissemination of information on decolonization

60/119	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples

General Assembly decisions

60/525	Question of Gibraltar

Subprogramme 5
Question of Palestine

General Assembly resolutions

3376 (XXX)	Question of Palestine
32/40 B	Question of Palestine
34/65 D	Question of Palestine
38/58 B	Question of Palestine
46/74 B	Question of Palestine
60/36	Committee on the Exercise of the Inalienable Rights of the Palestinian People
60/37	Division for Palestinian Rights of the Secretariat

Subprogramme 6
Office of the United Nations Special Coordinator for the Middle East Peace Process

General Assembly resolutions

48/213	Assistance to the Palestinian People
49/88	Middle East peace process

Programme 3
Disarmament

Overall orientation

3.1 General and complete disarmament under strict and effective international control remains the ultimate goal of all efforts exerted in the field of disarmament. The main responsibilities for disarmament lie with Member States. The United Nations, in accordance with its Charter, has a central role and primary responsibility in supporting Member States in this area.

3.2 The mandate for the programme derives from the priorities established in relevant General Assembly resolutions and decisions in the field of disarmament, including the Final Document of the Tenth Special Session of the General Assembly, the first special session devoted to disarmament (resolution S-10/2). The programme is also guided by the United Nations Millennium Declaration (resolution 55/2) and takes into account other relevant resolutions of the United Nations. Weapons of mass destruction, in particular nuclear weapons, continue to be of primary concern to the Organization. Conventional disarmament, especially with regard to major weapons systems, small arms and light weapons and landmines, has received growing attention from the international community over the past few years.

3.3 Within the Secretariat, substantive responsibility for the programme is vested in the Department for Disarmament Affairs. The Department's strategy in meeting the programme's objectives is designed around five subprogrammes and is based on its role in and responsibility for facilitating and encouraging, as appropriate, disarmament and non-proliferation measures at all levels. The Department will continue to assist Member States in promoting, strengthening and consolidating multilaterally negotiated principles and norms in all areas of disarmament and non-proliferation in all its aspects. It will support efforts of Member States in the areas of disarmament and non-proliferation in all its aspects in order to help maintain international peace and security and contribute to global efforts against terrorism. The Department will continue to promote and facilitate efforts for further implementation of the Programme of Action adopted at the United Nations Conference on the Illicit Trade in Small Arms and Light Weapons in All Its Aspects, as well as practical disarmament measures. It will promote transparency, based on the principle of undiminished security for all, and confidence-building measures in the field of disarmament. Through its regional centres for peace and disarmament, the Department will assist Member States in promoting regional approaches to disarmament, non-proliferation in all its aspects and regional and international peace and security. It will also continue to contribute to efforts to enhance disarmament expertise in Member States, particularly in developing countries.

3.4 The Department will seek to achieve the objectives of the programme by facilitating the process of multilateral deliberation and negotiation. This will include providing substantive organizational support to the First Committee, the Disarmament Commission and other subsidiary bodies of the General Assembly, the Conference on Disarmament and its subsidiary bodies, review conferences and other meetings of parties to multilateral disarmament agreements, as well as to expert groups mandated by the General Assembly. This will also include monitoring and assessing current and future trends in the field of disarmament, non-proliferation in all its aspects and international security.

3.5 The Department will continue to be a source of impartial and factual information on disarmament and security-related matters for Member States, organizations of the United Nations system, intergovernmental and regional organizations and non-governmental organizations and will expand its educational outreach programmes. Training and advisory services will continue to be provided, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme and the United Nations Institute for Disarmament Research, to Member States, in particular developing countries, to enable them to enhance their expertise in disarmament, so that they may participate more effectively in international deliberating and negotiating forums. The Department will also assist Member States in increasing understanding of the relationship between disarmament and development.

3.6 Gender mainstreaming will continue to be an integral part of the activities of the programme through the implementation of a gender plan of action aimed at raising awareness and increasing commitment to and capacity for gender mainstreaming in disarmament affairs.

Subprogramme 1
Multilateral negotiations on arms limitation and disarmament

Objective of the Organization: To support multilateral negotiations and deliberations on agreements on arms limitation and disarmament, including non-proliferation in all its aspects, and provide support as required by States parties to the existing multilateral arms limitation and disarmament agreements in those areas.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality of organizational and substantive services provided to the Conference on Disarmament and to the conferences and meetings of States parties to various multilateral agreements on arms limitation and disarmament, including non-proliferation in all its aspects	(a) Degree of satisfaction with the efficiency of organizational services and the depth of substantive support
(b) Enhanced assistance in the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms-limitation and disarmament agreements	(b) (i) Degree of satisfaction with the quality of information made available (ii) Number of requests received to organize or contribute to seminars, workshops, briefings, etc., related to the work of the Branch (iii) Number of visits to online information sources, in particular to the web pages maintained by the Branch

(c) Enhanced expertise of Member States in the field of disarmament and non-proliferation through the United Nations Disarmament Fellowship, Training and Advisory Services Programme, as well as improved gender balance in the participation in the Programme	(c) (i) Increased percentage of Member States, in particular developing countries, interested in the United Nations Disarmament Fellowship, Training and Advisory Services Programme (ii) Increased number of alumni of the United Nations Disarmament Fellowship, Training and Advisory Services Programme in the United Nations bodies, meetings and conferences dealing with disarmament and non-proliferation (iii) Increased percentage of female participants in the United Nations Disarmament Fellowship, Training and Advisory Services Programme

Strategy

3.7 The subprogramme is implemented by the Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva. The objective of the subprogramme will be pursued through:

(a) Providing organizational and substantive support as well as sound advice on procedures and practices to the Conference on Disarmament and to conferences and meetings of States parties to various multilateral arms-limitation and disarmament agreements;

(b) Assisting Member States in consensus-building by providing timely and comprehensive political analyses and policy options;

(c) Supporting the implementation of decisions, recommendations and programmes of action adopted by the conferences and meetings of States parties to various multilateral arms-limitation and disarmament agreements;

(d) Providing specialized training in the field of arms limitation and disarmament to Member States, in particular developing countries, through the United Nations Disarmament Fellowship, Training and Advisory Services Programme; and promoting gender-balanced participation in the Programme;

(e) Monitoring and assessing trends in arms limitation, disarmament and non-proliferation to provide Member States and international and non-governmental organizations participating in United Nations disarmament-related conferences and meetings with timely and accurate information;

(f) Assisting Member States in capacity-building through substantive support to various disarmament-related activities, including workshops, seminars, ad hoc presentations and advisory services.

Subprogramme 2
Weapons of mass destruction

Objective of the Organization: To promote and support the efforts for nuclear disarmament and non-proliferation in all its aspects and to assist Member States, at their request, in supporting existing treaties related to weapons of mass destruction.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective facilitation of the process of negotiations, deliberations and consensus-building on disarmament issues including non-proliferation in all its aspects, and issues of universality relating to weapons of mass destruction, in particular nuclear weapons and delivery systems, by Member States, States parties and other interested States, at their request	(a) Degree of satisfaction with the quality and timeliness of organizational and substantive services provided
(b) Enhanced use by Member States of information on issues relating to weapons of mass destruction, in particular nuclear weapons, including new trends and developments, as well as on the potential threat of use of weapons of mass destruction and related materials in terrorist acts	(b) (i) Increased number of requests to the Branch for assistance and substantive input and advice on issues related to the work of the Branch (ii) Increased number of visits (page views) to the Branch's web pages
(c) Greater awareness by Member States of the need for gender mainstreaming in the substance and activities of the subprogramme	(c) Increased percentage of female representation in governmental expert panels/groups mandated by the General Assembly and in events organized by the Branch

Strategy

3.8 The subprogramme is implemented by the Weapons of Mass Destruction Branch. The objective of the subprogramme will be pursued through:

(a) Assisting and supporting Member States in their negotiations, deliberations and consensus-building in the area of weapons of mass destruction, in particular nuclear weapons, and on their means of delivery, as well as assisting Member States, at their request, in their endeavours in the area of disarmament, non-proliferation and universalization of multilateral agreements, including global efforts against terrorism;

(b) Assisting and supporting States parties and other interested States, at their request, in their efforts to achieve the full implementation and universalization of multilateral agreements related to weapons of mass destruction, in particular nuclear weapons;

(c) Enhancing cooperation in accordance with existing arrangements with the International Atomic Energy Agency, the Organization for the Prohibition of Chemical Weapons and the Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization, as well as expanding interaction with civil society, in particular research and academic institutions and non-governmental organizations working in the area of weapons of mass destruction and their delivery systems;

(d) Monitoring and assessing current and future trends in the area of weapons of mass destruction with a view to achieving an improved capacity to provide timely and accurate information and analysis.

Subprogramme 3
Conventional arms (including practical disarmament measures)

Objective of the Organization: To promote greater mutual confidence among Member States in the field of conventional arms and to address the destabilizing and excessive accumulation of and illicit trafficking in and manufacture of small arms and light weapons.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international action to prevent, combat and eradicate the illicit trade in small arms and light weapons	(a) Increased number of actions undertaken at the global, regional and national levels to implement the Programme of Action on Small Arms and Light Weapons
(b) High level of participation by Member States in United Nations instruments on confidence-building measures in military and security matters and further development of the scope of such instruments	(b) (i) Number of States participating in the United Nations Register of Conventional Arms (ii) Percentage of States providing additional information on procurement from national production and military holdings, pending the development of the Register by Member States (iii) Number of States participating in the United Nations standardized instrument for reporting military expenditures
(c) Enhanced international dialogue to promote practical confidence-building measures in the field of conventional weapons	(c) Increased number of initiatives undertaken at the global, regional and national levels to achieve confidence-building measures in the field of conventional weapons

Strategy

3.9 The subprogramme is implemented by the Conventional Arms Branch. The objective of the subprogramme will be pursued through:

(a) Promoting and supporting the implementation of the United Nations Programme of Action to Prevent, Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons in All Its Aspects;

(b) Strengthening efforts of the United Nations system to address the challenges posed by the illicit trade in small arms and light weapons by enhancing the effectiveness of the Coordinating Action on Small Arms mechanism;

(c) Facilitating the process of deliberation, negotiation and consensus-building in the field of conventional weapons;

(d) Promoting and supporting practical confidence-building measures in the field of conventional weapons;

(e) Promoting and supporting the United Nations Standardized Instrument for Reporting Military Expenditures;

(f) Promoting and supporting the continued operation and further development of the United Nations Register of Conventional Arms and facilitating progress towards universal participation;

(g) Identifying emerging issues and challenges in the field of conventional weapons and analysing their impact on international peace and security;

(h) Analysing and assessing trends and developments related to global military expenditures and the arms trade.

Subprogramme 4
Information and outreach

Objective of the Organization: To provide Member States and the public with objective, impartial and up-to-date information on disarmament activities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization and improved access to information materials of the Department	(a) (i) Record of opinions expressed by end-users on the usefulness and relevance of informational materials
	(ii) Number of visits and page views and average time of user sessions on the Department's website
	(iii) Increased number of participant hours in briefings given on disarmament
(b) Better preparedness of States to undertake multilateral deliberations and negotiations in the field of disarmament	(b) (i) Increased delivery of factual and objective information to Member States through electronic means regarding various aspects of disarmament
	(ii) Owing to proactive measures, increased number of responses from Member States to notes circulated by the

	Department inviting them to communica their views on the issues outlined or information requested in relevant Genera Assembly resolutions
(c) Implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education	(c) Number of activities at the national, regional and global levels implementing the recommendations of the 2002 United Nations study on disarmament and non-proliferation education

Strategy

3.10 The subprogramme is implemented by the Information and Outreach Branch. The objective of the subprogramme will be pursued through:

(a) Continuing to carry out information and outreach activities covering all aspects of disarmament in cooperation with other relevant departments within the United Nations Secretariat, notably the Department of Public Information;

(b) Enhancing the work of the Secretary-General's Advisory Board on Disarmament Matters;

(c) Devoting special focus to the promotion and implementation of the recommendations of the 2002 United Nations study on disarmament and non-proliferation education with relevant United Nations offices, disarmament-related international organizations and civil society organizations, especially non-governmental and academic organizations;

(d) Increasing collaboration with the United Nations Institute for Disarmament Research;

(e) Increasingly exploiting the electronic medium for dissemination and exchange of information, in particular by developing specialized web pages for end-users, including delegations; representatives of intergovernmental organizations and institutions; specialized agencies of the United Nations system; researchers and educators; civil society, especially representatives of non-governmental organizations; the media; and the general public;

(f) Facilitating the participation of civil society, especially non-governmental organizations, in disarmament-related conferences and meetings in accordance with established rules of procedure, including in terms of access to meetings, documentation, organization of oral presentations, holding of special events and mounting of exhibits.

Subprogramme 5
Regional disarmament

Objective of the Organization: To promote and enhance international efforts towards global disarmament and international peace and security through the support and promotion of regional disarmament efforts and initiatives using approaches freely arrived at among the States of the region and taking into account the legitimate requirements of States for self-defence and the specific characteristics of each region.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased opportunities for regional cooperation, coordination and collaboration among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security	(a) Number of activities (regional consultations, regional symposiums, capacity-building workshops/training activities, publications, advocacy and outreach activities related to universalization of treaties and full implementation of resolutions) undertaken at the national, subregional and regional levels
(b) Greater cooperation among national, regional and subregional entities within each region and subregion in the areas of disarmament, non-proliferation in all its aspects and regional and international peace and security	(b) (i) Number of national, regional and subregional entities participating in events organized by the Regional Disarmament Branch (ii) Number of collaborative measures implemented by regional, subregional and national entities
(c) Enhanced capacity of national, subregional and regional entities in implementing disarmament, non-proliferation in all its aspects and regional and international peace and security measures	(c) Number of programmes formulated by national, subregional and regional entities to implement disarmament, non-proliferation in all its aspects and regional and international peace and security measures

Strategy

3.11 The subprogramme is implemented by the Regional Disarmament Branch, comprising the Regional Activities Unit, the Regional Centre for Peace and Disarmament in Africa, the Regional Centre for Peace and Disarmament in Asia and the Pacific and the Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean. The objective of the subprogramme will be pursued through:

(a) Promoting regional cooperation among States and regional and subregional organizations in matters related to disarmament, non-proliferation in all its aspects and regional and international peace and security;

(b) Promoting understanding of regional and subregional disarmament;

(c) Providing advice, information and assistance to Member States, at their request, as well as to regional organizations and arrangements and non-governmental organizations;

(d) Supporting national, regional and subregional implementation of existing multilateral instruments and resolutions on disarmament and non-proliferation in all its aspects;

(e) Promoting advocacy and supporting capacity-building in all areas of disarmament at the regional and subregional levels;

(f) Enhancing the capacity of national, subregional and regional entities in the implementation of disarmament, non-proliferation in all its aspects and regional and international peace and security measures through hands-on assistance to entities at their request.

Legislative mandates

General Assembly resolutions

S-10/2	Final Document of the Tenth Special Session of the General Assembly
38/183 O	Advisory Board on Disarmament Studies
42/38 C	Notification of nuclear tests
44/116 O	Review Conference of the Parties to the Treaty on the Prohibition of the Emplacement of Nuclear Weapons and Other Weapons of Mass Destruction on the Sea-Bed and the Ocean Floor and in the Subsoil Thereof
47/54 G	Review of the implementation of the recommendations and decisions adopted by the General Assembly at its tenth special session
56/24 O	General and complete disarmament: 2005 Review Conference of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons and its Preparatory Committee
57/69	Establishment of a nuclear-weapon-free zone in Central Asia
58/50	Reduction of non-strategic nuclear weapons
59/59	Maintenance of international security — good-neighbourliness, stability and development in South-Eastern Europe
59/60	Verification in all its aspects, including the role of the United Nations in the field of verification
59/67	Missiles
59/70	Measures to uphold the authority of the 1925 Geneva Protocol
59/71	Convening of the fourth special session of the General Assembly devoted to disarmament
59/73	Mongolia's international security and nuclear-weapon-free status

59/76	A path to the total elimination of nuclear weapons
59/81	The Conference on Disarmament decision (CD/1547) of 11 August 1998 to establish, under item 1 of its agenda entitled "Cessation of the nuclear arms race and nuclear disarmament", an ad hoc committee to negotiate, on the basis of the report of the Special Coordinator (CD/1299) and the mandate contained therein, a non-discriminatory, multilateral and internationally and effectively verifiable treaty banning the production of fissile material for nuclear weapons or other nuclear explosive devices
59/82	Consolidation of peace through practical disarmament measures
59/93	United Nations study on disarmament and non-proliferation education
59/95	Improving the effectiveness of the methods of work of the First Committee
59/97	United Nations disarmament fellowship, training and advisory services
59/103	United Nations Disarmament Information Programme
60/44	Objective information on military matters, including transparency of military expenditures
60/45	Developments in the field of information and telecommunications in the context of international security
60/46	Prohibition of the development and manufacture of new types of weapons of mass destruction and new systems of such weapons: report of the Conference on Disarmament
60/48	Implementation of the Declaration of the Indian Ocean as a Zone of Peace
60/49	African Nuclear-Weapon-Free-Zone Treaty (Pelindaba Treaty)
60/50	Consolidation of the regime established by the Treaty for the Prohibition of Nuclear Weapons in Latin America and the Caribbean (Treaty of Tlatelolco)
60/51	Role of science and technology in the context of international security and disarmament
60/52	Establishment of a nuclear-weapon-free zone in the region of the Middle East
60/53	Conclusion of effective international arrangements to assure non-nuclear-weapon States against the use or threat of use of nuclear weapons
60/54	Prevention of an arms race in outer space

60/55	Compliance with non-proliferation, arms limitation and disarmament agreements
60/56	Towards a nuclear-weapon-free world: accelerating the implementation of nuclear disarmament commitments
60/57	Prohibition of the dumping of radioactive wastes
60/58	Nuclear-weapon-free southern hemisphere and adjacent areas
60/59	Promotion of multilateralism in the area of disarmament and non-proliferation
60/60	Observance of environmental norms in the drafting and implementation of agreements on disarmament and arms control
60/61	Relationship between disarmament and development
60/62	The Hague Code of Conduct against Ballistic Missile Proliferation
60/63	Regional disarmament
60/64	Confidence-building measures in the regional and subregional context
60/65	Renewed determination towards the total elimination of nuclear weapons
60/66	Transparency and confidence-building measures in outer space activities
60/67	Implementation of the Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on Their Destruction
60/68	Addressing the negative humanitarian and development impact of the illicit manufacture, transfer and circulation of small arms and light weapons and their excessive accumulation
60/69	National legislation on transfer of arms, military equipment and dual-use goods and technology
60/70	Nuclear disarmament
60/71	Assistance to States for curbing the illicit traffic in small arms and light weapons and collecting them
60/72	Follow-up to nuclear disarmament obligations agreed in the 1995 and 2000 Review Conferences of the Parties to the Treaty on the Non-Proliferation of Nuclear Weapons
60/73	Preventing the risk of radiological terrorism
60/74	Problems arising from the accumulation of conventional ammunition stockpiles in surplus

60/75	Conventional arms control at the regional and subregional levels
60/76	Follow-up to the advisory opinion of the International Court of Justice on the *Legality of the Threat or Use of Nuclear Weapons*
60/77	Prevention of the illicit transfer and unauthorized access to and use of man-portable air defence system
60/78	Measures to prevent terrorists from acquiring weapons of mass destruction
60/79	Reducing nuclear danger
60/80	Implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction
60/81	The illicit trade in small arms and light weapons in all its aspects
60/82	Information on confidence-building measures in the field of conventional arms
60/83	United Nations regional centres for peace and disarmament
60/84	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
60/85	United Nations Regional Centre for Peace and Disarmament in Asia and the Pacific
60/86	United Nations Regional Centre for Peace and Disarmament in Africa
60/87	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
60/88	Convention on the Prohibition of the Use of Nuclear Weapons
60/89	Twenty-fifth anniversary of the United Nations Institute for Disarmament Research
60/90	Report of the Conference on Disarmament
60/91	Report of the Disarmament Commission
60/92	The risk of nuclear proliferation in the Middle East
60/93	Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects
60/94	Strengthening of security and cooperation in the Mediterranean region
60/95	Comprehensive Nuclear-Test-Ban Treaty

60/96	Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and on Their Destruction
60/226	Transparency in armaments

General Assembly decisions

54/418	Advisory Board on Disarmament Matters
60/514	Verification in all its aspects, including the role of the United Nations in the field of verification
60/519	International instrument to enable States to identify and trace, in a timely and reliable manner, illicit small arms and light weapons

Security Council resolutions

1325 (2000)	Women and peace and security
1540 (2004)	Non-proliferation of weapons of mass destruction
1673 (2006)	Extended mandate for the Security Council Committee established pursuant to resolution 1540 (2004), on non-proliferation of weapons of mass destruction

Programme 4
Peacekeeping operations

A. Peacekeeping operations

Overall orientation

4.1 The purpose of the programme is to support the maintenance of peace and security through the deployment of peacekeeping operations in accordance with and by authority derived from the principles and purposes of the Charter of the United Nations. The mandates of the programme are provided in resolutions of the Security Council and the General Assembly.

4.2 The programme closely coordinates five interdependent and complementary subprogrammes (operations, mission support, military, civilian police and mine-action coordination) and integrates cross-cutting responsibilities. Programme strategies are based on the development of capacities to address a wide variety of conflict situations and the need to plan, establish, manage and direct peacekeeping operations. A rapid and effective response to Security Council and General Assembly mandates is crucial for supporting the implementation of peace agreements between the parties to a conflict. Peacekeeping mandates may include the monitoring of ceasefires and buffer zones; disarming, demobilizing and reintegrating ex-combatants; reforming military establishments; training, advising, and monitoring police forces; creating security conditions conducive to the return of refugees and internally displaced populations; promoting electoral and judicial reform and assisting civil administrations; facilitating political processes to consolidate peace and legitimate government authority; coordinating economic rehabilitation and mine-clearance programmes; and facilitating the delivery of humanitarian assistance. Missions may also be mandated to maintain law and order and assume responsibility for a transitional administration or executive law enforcement, including criminal justice functions. The programme serves as the lead department in the implementation of integrated mandates, including multisectoral assistance operations, and provides logistical and administrative support, in addition to demining coordination. Regional approaches to peacekeeping, in terms of peacekeeping capacity, political strategies and common support for multiple operations, will be pursued when appropriate.

4.3 The programme will inform Member States on all phases of peacekeeping operations, paying particular attention to the requirements of troop and police contributors, which need to make informed decisions on their participation in peacekeeping missions. Special attention will be given to the safety and security of peacekeepers in the field. Careful consideration will also be given to gender and geographical balance in the staffing of peacekeeping operations.

4.4 Meeting the complex and evolving challenges of modern peacekeeping requires an integrated approach and greater coordination within the United Nations system and with external peacekeeping partners, including international financial institutions and regional organizations, to enhance the ability of the international community to maintain peace and security. To increase the programme's effectiveness, the research, analysis, review and application of peacekeeping best practices and lessons learned will continue, as will continued emphasis on proper conduct and tailored training for all peacekeeping personnel. In addition, the Department of Peacekeeping Operations will continue its gender mainstreaming strategy, aimed at providing better policies and programmes that take fully into account the impact of peacekeeping operations on women, men, girls and boys. This will entail the incorporation of gender perspectives in all peacekeeping activities, from the initial planning stages to the liquidation of a mission, as well as ensuring adequate gender expertise at Headquarters and in the field.

4.5 The programme will provide substantive and technical support to the Special Committee on Peacekeeping Operations, including follow-up on decisions related to peacekeeping operations taken by the Security Council and the General Assembly. The Department of Peacekeeping Operations will implement the recommendations of the Special Committee, as endorsed by the General Assembly.

Subprogramme 1
Operations

Objective of the Organization: Effective implementation of Security Council mandates to plan, establish, and manage peacekeeping operations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely, informed advice and recommendations on issues related to peacekeeping to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing and other contributing countries	(a) Security Council resolutions incorporate recommendations to establish new, or adjust existing, peacekeeping operations
(b) Effective and efficient direction and support for peacekeeping operations	(b) (i) Security Council substantive and time requirements fulfilled to establish new, or implement adjustments to, peacekeeping operations (ii) Peacekeeping operations fulfilling major benchmarks as defined in and mandated by Security Council resolutions

Strategy

4.6 The Office of Operations will continue to perform its core functions of providing timely advice and analysis to the Security Council, the General Assembly, intergovernmental bodies and troop-contributing and other contributing countries on peacekeeping issues and on the integrated planning, effective direction of and support for peacekeeping operations through the provision of policy, political and operational guidance.

4.7 The Office of Operations will serve as the locus of integration for planning and political and operational support for field operations, and employ the integrated mission planning process policy with internal and external partners, both to establish and adjust operations, so as to ensure a fully integrated approach to the spectrum of peace support activities conducive to the stabilization of fragile States and post-conflict countries. Building on initial context-specific cooperation with regional organizations, the Office of Operations will solidify relationships with an expanding pool of relevant regional and security organizations to maximize crisis prevention and response. In particular, and in the light of capacity needs in conflict-prone areas, the Office will enhance and institutionalize support for and cooperation with African regional organizations. Best practices will be incorporated into the design, planning and implementation of new and existing missions, refining redress of cross-cutting issues. Integrated mission information and operations units will be standardized in accordance with policy developments and will provide systematic and reliable mission risk assessments and longer-term analysis.

Subprogramme 2
Mission support

Objective of the Organization: To staff, finance and equip United Nations peacekeeping and related operations to fulfil their mandates efficiently and effectively, as authorized by the Security Council and the General Assembly.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish peacekeeping and other operations in response to Security Council mandates	(a) (i) A fully functional mission of up to 5,000 personnel within 90 days of a Security Council mandate (ii) 100 per cent readiness of strategic deployment stocks
(b) Increased efficiency and effectiveness of peace operations	(b) (i) Average international civilian personnel vacancy rates for field missions reduced to 20 per cent from 24 per cent for missions in a start-up, expansion or liquidation phase, and to 10 per cent for all other field missions (ii) 95 per cent of all planned immediate operational requirements are achieved by the target date (iii) Number of applicable support manuals and policy guidance provided to field missions (iv) 100 per cent of international civilian staff have been given predeployment training, in-mission training and appropriate training and development (v) High percentage of senior staff present in the field at the commencement of the mission

	(vi) Streamlined process of civilian recruitment and reduction of waiting times
	(vii) Maintenance of a six-month average processing time (from receipt of mission-certified claim to its approval by the Department of Peacekeeping Operations) for contingent-owned equipment claims

Strategy

4.8 Within the Department of Peacekeeping Operations, the substantive responsibility for this subprogramme is vested in the Office of Mission Support. The activities of the Office include ongoing support for peacekeeping and other operations in the areas of personnel, finance, logistics, communications and conduct and discipline. The subprogramme will enable missions to sustain themselves effectively and efficiently for the fulfilment of their mandates, respond to changing circumstances on the ground or changes in mandate and provide assistance and services when missions are unable to do so themselves. The subprogramme will continually monitor and provide policy guidance and oversight to the delivery of mission support as well as monitor, review and advise on conduct and discipline matters relating to all categories of personnel. The subprogramme will also work towards the effective management of field missions. To that end, the subprogramme will enhance resource planning and improve project management techniques and processes, including the development of a repertoire of replicable support models for a variety of strategic conditions in launching, sustaining and liquidating missions. The subprogramme will also work towards ensuring operational readiness and will prioritize the timely deployment of financial, personnel and material resources, as well as enhance its capacity rapidly to deploy a fully effective mission to areas of operation. It will strengthen and support the operational capacities of the Department by managing and coordinating training and career development for civilian staff in field missions. Concerted efforts will be made to improve gender balance and geographical distribution in the staffing of field missions.

Subprogramme 3
Military

Objective of the Organization: To implement the military aspects of Security Council mandates effectively.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish the military component of peacekeeping operations in response to Security Council mandates	(a) Deployment of military components within the timelines planned for specific operations
(b) Increased efficiency and effectiveness of the military components of peacekeeping operations	(b) Implementation of all field mission-related recommendations that are published in the evaluation reports of military or civilian police components in peacekeeping missions

Strategy

4.9 The substantive responsibility for this subprogramme is vested in the Military Division. The Military Division will continue to give its best military advice to assist the Security Council, the General Assembly, other intergovernmental bodies, and troop-contributing countries on issues related to peacekeeping. The Division will also endeavour to ensure that all troop-contributing countries are informed about current peacekeeping issues and have their troops trained accordingly. The activities of the subprogramme will include: the preparation of operational plans for military components of peacekeeping operations, such as contingency plans for potential, ongoing or closing operations; the generation of military forces, observers and Headquarters staff for deployment, including predeployment assessments, coordination of deployments and rotations of the military components of missions; daily monitoring of and support for the military components of peacekeeping operations; and the contribution to peacekeeping training activities of the Department and Member States deploying uniformed personnel, including the institutionalization of high standards of conduct and discipline and procedures that address issues related to conduct and discipline.

4.10 The subprogramme will give special emphasis to support African regional peacekeeping military needs; strive for formalized arrangements with peacekeeping partners; encourage and increase the participation of female peacekeepers; assist regional organizations in their efforts to set up peacekeeping forces; formulate and issue cohesive military-related peacekeeping policies; introduce modern management practices; increase synergy and cooperation between military and police components; continue to review the United Nations Standby Arrangements System and encourage Member States to participate in it; and enhance the rapid deployment capability of the military component during the start-up of a peacekeeping mission or during a crisis in existing peacekeeping missions.

Subprogramme 4
Civilian police

Objective of the Organization: To support and enable national police institutions in post-conflict societies to develop sustainable police services in accordance with accepted international standards.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduction of the time required to plan, rapidly deploy and establish police components of peacekeeping operations in response to Security Council mandates	(a) (i) Reduction in number of days required to start up police components (ii) Reduction in the time to produce mandate implementation plans, manuals and procedures to start up peace operations

(b) Increased efficiency and effectiveness of the police components of peacekeeping operations	(b) (i) Timely guidance and directives provided to the police components (ii) Increased percentage of police specialists deployed to the police components
(c) Sustainable national police services supported for post-conflict societies	(c) Increased number of post-conflict societies in which sustainable national police institutions and services have been develope

Strategy

4.11 Substantive responsibility for this subprogramme is vested in the Civilian Police Division. The re-establishment of the rule of law and strengthening of the national internal security apparatus and institutions in a post-conflict society are paramount for the creation of an environment for lasting peace. In this regard, the Division develops, together with other rule of law experts in the Department, comprehensive police plans for peacekeeping operations that consider the judicial and correctional systems in place; the interrelation between criminal justice institutions, the nature of criminal procedures and laws in effect; and the relevant gender dimensions affecting law and order. Through the standardization of mission oversight, the provision of strategic advice and guidance and the engagement of partners at Headquarters, the Division assists missions with the implementation of mandates that include training, mentoring, assisting and advising local police, as well as performing executive policing functions, when mandated.

4.12 Through the active engagement of Member States, the Division will continue to refine its recruitment and selection processes and ensure that police officers with the required skills, including female officers, are recruited according to the expertise and needs of each mission. The Division will also ensure that police-contributing countries are provided with comprehensive training programmes for delivery at national police training institutions, as well as predeployment training materials. The Division will consider how to further enhance efficient planning and early implementation of mandates.

4.13 The Division will act as a repository for police peacekeeping issues. It will actively engage regional, subregional organizations and donors on all aspects of policing issues in order to enhance the development of institutional memory and expertise and the dissemination of lessons learned and best practices. It will also strengthen its engagement with Member States and regional peacekeeping training centres on current training practices, policing standards, training policy and material. In addition, the Division will continue to develop partnerships with other United Nations and international actors, police services, police colleges, research and academic institutions, police associations and others.

4.14 With its newly established standing police capacity, the Division will provide a rapid start-up capability for police components in new peacekeeping operations as well as an expert advisory mechanism to support institutional law enforcement capacity-building activities in existing operations. The Division will continue to undertake strategic initiatives.

Subprogramme 5
Mine-action coordination

Objective of the Organization: To reduce the humanitarian and socio-economic threats posed by landmines and explosive remnants of war in affected countries.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Targeted marking, fencing, clearance and mine risk education in affected countries and communities	(a) (i) Reduction in the rate and level of casualties caused by landmines and explosive remnants of war in affected countries (ii) Increased number of programmes with adequate monitoring systems to measure progress in reducing casualty rates and to identify survivors of landmines/explosive remnants of war at the national and community levels
(b) Mine-action response mechanisms are maintained to enable assets to be deployed to establish and support peacekeeping operations in response to Security Council mandates	(b) Increased number of personnel trained and rostered to support mine-action rapid response activities
(c) Development of appropriately sized, trained and equipped national mine-action institutions and capacities that achieve nationally defined goals with little or no international assistance	(c) Increased number of countries receiving reduced international mine-action assistance and planning

Strategy

4.15 The responsibility for this subprogramme is vested in the United Nations Mine Action Service, which is the coordinating body in the United Nations for mine action. The Mine Action Service will continue to work in partnership with affected countries, communities, non-governmental organizations, donors and the United Nations mine-action team to assist affected nations in building national capacities to manage the current and residual problems related to landmines/explosive remnants of war; support efforts by national authorities to assist survivors; develop and manage mine-action programmes in support of peacekeeping missions or in humanitarian emergencies, when appropriate; develop policies and promulgate lessons learned in the areas of mine clearance, mine risk education, victim assistance, advocacy and stockpile destruction; coordinate efforts to ensure gender equality in mine-action programmes managed by the United Nations; and coordinate the mobilization and administration of resources for United Nations mine action. The Service will also undertake assessment missions and surveys to establish priorities and conduct evaluations. The Mine Action Service will continue to oversee the development and implementation of internationally agreed standards that will provide a framework for efficient, effective and safer mine action activities and provide guidance and coordination for the development of new mine-action technologies. It will produce, gather and disseminate information to aid mine action and conduct public outreach to raise awareness of issues related to mines/explosive remnants of war. Moreover, it will coordinate the implementation of the United Nations inter-agency mine-action policy and the United Nations inter-agency mine-action strategy for 2006-2010. Consideration will be given to relevant gender dimensions in undertaking those activities.

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Objective of the Organization: To observe and maintain the unconditional ceasefire and as the parties to the 1949 Armistice Agreements in supervision of the application and observan the terms of those agreements.

Expected accomplishments of the Secretariat	Indicators of achievement
The Security Council is informed in a timely manner of non-compliance with its resolutions	Timely submission of observation report the Secretary-General

Strategy

4.16 The United Nations Truce Supervision Organization (UNTSO) will continue to provide trained military observers under the operational support command of the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force, assisting with the implementation of their respective mandates. It will continue its core functions of maintaining a minimum acceptable level of patrols, notwithstanding deterioration in the regional security situation. Moreover, it will continue mobile patrolling and will increase the number of observation patrols to ensure a greater presence in the areas of separation and the Blue Line to deter all parties from any violation of the agreements.

4.17 The mission will continue to provide timely and accurate observation reports and analysis of political developments mission-wide, including the safety and security situation. It will also continue to provide command, administrative, logistical and security support to all outstations mission-wide. In addition, it will continue to use the good offices of the Head of Mission to strengthen and improve the relationships between Israel and its neighbouring countries. Moreover, the mission will continue to maintain and improve effective liaison with troop-contributing nations' ambassadorial and consular representatives, as well as regional United Nations organizations. Furthermore, it will continue to develop contingency planning to address changes in the military and/or political situation in the UNTSO area of operation.

2. United Nations Military Observer Group in India and Pakistan

Objective of the Organization: To monitor developments pertaining to ceasefire violations along the line of control in accordance with the mandate of the United Nations Military Observer Group in India and Pakistan contained in Security Council resolution 307 (1971).

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The presence of United Nations military observers in established field stations on both sides of the line of control to monitor ceasefire violations	(a) Timely submission of incident/violation reports to United Nations Headquarters
(b) Effective, efficient patrolling and inspection and investigation of ceasefire violations	(b) (i) Number of operational patrols with free and secured access to notified areas to the extent permitted by the host countries (ii) Number of investigations of complaints undertaken

Strategy

4.18 The United Nations Military Observer Group in India and Pakistan (UNMOGIP) will continue to provide timely and detailed routine as well as ad hoc reports on relevant developments in the UNMOGIP area of operations in accordance with its mandate.

4.19 UNMOGIP will continue to maintain military observers at all its operational field stations on both sides of the line of control, conduct efficient patrols and effective inspections and investigations of the alleged violations of the ceasefire and, to the extent permitted by the host countries, perform field tasks in the vicinity of the line of control from the field stations.

Legislative mandates

A. Peacekeeping operations

General Assembly resolutions

49/233 A and 52/230	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
59/281	Comprehensive review of the whole question of peacekeeping operations in all their aspects
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
59/300	Comprehensive review of a strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations
59/301	Support account for peacekeeping operations

60/1	2005 World Summit Outcome
60/246	Questions relating to the proposed programme budget for the biennium 2006-2007
60/247 A-C	Programme budget for the biennium 2006-2007 A: Budget appropriations for the biennium 2006-2007 B: Income estimates for the biennium 2006-2007 C: Financing of appropriations for the year 2006
60/248	Special subjects relating to the proposed programme budget for the biennium 2006-2007

Subprogramme 5
Mine-action coordination

General Assembly resolutions

60/97	Assistance in mine action

B. Peacekeeping missions

1. United Nations Truce Supervision Organization

Security Council resolutions

50 (1948)	Cessation of hostilities in Palestine
54 (1948)	Situation in Palestine
73 (1949)	Armistice Agreements concluded by the parties involved in the conflict in Palestine

2. United Nations Military Observer Group in India and Pakistan

Security Council resolutions

39 (1948)	Establishment of a commission on the situation between India and Pakistan
47 (1948)	Restoration of peace and order in Jammu and Kashmir and the holding of a plebiscite
91 (1951)	Appointment of a United Nations Representative for India and Pakistan
307 (1971)	Observation of a durable ceasefire and a cessation of hostilities in Jammu and Kashmir

Programme 5
Peaceful uses of outer space

Overall orientation

5.1 The overall purpose of the programme is the promotion of international cooperation in the peaceful uses of outer space for economic, social and scientific development, in particular for the benefit of developing countries. The programme evolved as a result of the recognition, by the General Assembly in its resolution 1348 (XIII), of the importance of using outer space exclusively for peaceful purposes and of the need to promote international cooperation in the conduct of space activities. The legislative authority and direction of the programme is drawn from relevant Assembly resolutions and the decisions of the Committee on the Peaceful Uses of Outer Space, which was established in 1959 by Assembly resolution 1472 (XIV), its Legal Subcommittee and Scientific and Technical Subcommittee and their subsidiary bodies. Recommendations of particular relevance for the work to be undertaken under this programme are contained in the resolution entitled "The Space Millennium: Vienna Declaration on Space and Human Development", adopted by the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III) and endorsed by the Assembly in its resolution 54/68.

5.2 By its resolution 59/2, the General Assembly reviewed the progress made in the implementation of the recommendations of UNISPACE III and endorsed the Committee's Plan of Action, contained in the Committee's related report (A/59/174). The report also considered the achievements of the Committee and its Subcommittees following the introduction of their revised agenda structures in 2000 and paved the way for further strengthening their role in promoting the peaceful uses of outer space. The Plan of Action constitutes a long-term strategy for enhancing mechanisms at the national, regional and global levels for developing and strengthening the use of space science and technology and their applications to support overarching global agendas for sustainable development; developing coordinated, global space capabilities; supporting specific agendas to meet human development needs at the global level; and supporting overarching capacity development. In implementing that strategy, the Committee will provide a bridge between users and potential providers of space-based development and services by identifying the needs of Member States and coordinating international cooperation to facilitate access to the scientific and technical systems that might meet them. To maximize the effectiveness of its resources, the Committee adopted a flexible and unique mechanism that takes advantage of partnerships established between its secretariat, Member States, intergovernmental organizations and international non-governmental organizations to implement the recommendations of UNISPACE III.

5.3 The programme will strengthen the international legal regime governing outer space, resulting in improved conditions for expanding international cooperation in the peaceful uses of outer space. The implementation of the programme will also strengthen efforts at the national, regional and global levels, including among entities of the United Nations system and international space-related entities, to maximize the benefits of the use of space science and technology and their applications.

Objective of the Organization: To increase international cooperation among Member State international entities in the conduct of space activities for peaceful purposes and the use of s science and technology and their applications towards achieving internationally agreed sustainable development goals.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Greater understanding, acceptance and implementation by the international community of the legal regime established by the United Nations to govern outer space activities	(a) (i) Increased number of States and intergovernmental organizations tha have adhered to or declared their acceptance of the five United Natio treaties on outer space.
	(ii) Increased number of States and intergovernmental organizations tha have taken action to promulgate or legislative instruments governing th conduct of space activities and/or a other actions to implement the five United Nations treaties governing o space activities
(b) Strengthened capacities of countries in using space science and technology and their applications in areas related, in particular, to sustainable development, and mechanisms to coordinate their space-related policy matters and space activities.	(b) (i) Increased number of countries, have received assistance in using sp science and technology and their applications to support national sustainable development programm and activities
	(ii) Increased number of countries t have established coordination mechanisms within their Governme for matters relating to space activiti
(c) Increased coherence and synergy in the space-related work of entities of the United Nation system and international space-related entities in using space science and technology and their applications as tools to advance human development and increase overall capacity development	(c) (i) Increased number of United Na system organizations and internatio space-related entities that have supported and co-sponsored the capacity-building activities of the O for Outer Space Affairs
	(ii) Increased number of partnershi with industry

	(iii) Increased number of joint technical workshops in collaboration with the International Atomic Energy Agency on the objectives, scope and general attributes of a potential technical safety standard for nuclear power sources in outer space
	(iv) Increased number of agreements between the Office for Outer Space Affairs and regional centres for space science and technology education and their continuing education programmes

Strategy

5.4 The Office for Outer Space Affairs is substantively responsible for the implementation of the programme. The overall strategy of the Office in meeting the objective of the programme includes:

(a) Strengthening capacity, in particular of developing countries, in the development of national space law and legislation, in conformity with the international legal regime established by the United Nations to govern outer space activities, promoting increased opportunities for education in space law and supporting the progressive development of international space law;

(b) Supporting the implementation of the recommendations of UNISPACE III, in particular those that have relevance to the goals identified in the Millennium Declaration and the actions recommended in the Plan of Implementation of the World Summit on Sustainable Development and the Plan of Action of the World Summit on the Information Society;

(c) Strengthening capacity, in particular of the developing countries, in the use and applications of space science and technology for sustainable development and increasing awareness of decision makers of the benefits of space science and technology and their applications to address societal needs for sustainable development through international cooperation among Member States and national and international space-related entities, including the private sector, as appropriate;

(d) Assisting in consensus-building among Governments and organs, organizations and programmes within the United Nations system, as well as intergovernmental and non-governmental organizations and industries engaged in space-related activities, as appropriate, on the priorities and common objectives to be achieved through cooperation in the area of the peaceful uses of outer space.

Legislative mandates

General Assembly resolutions

1472 A (XIV)	International cooperation in the peaceful uses of outer space
1721 B (XVI)	International cooperation in the peaceful uses of outer space

2453 (XXIII)	International cooperation in the peaceful uses of outer space
3235 (XXIX)	Convention on the Registration of Objects Launched into Outer Space
37/90	Second United Nations Conference on the Exploration and Peaceful Uses of Outer Space
54/68	Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/2	Review of the implementation of the recommendations of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space
59/115	Application of the concept of the "launching State"
60/99	International cooperation in the peaceful uses of outer space

Programme 6

Legal affairs

Overall orientation

6.1 The overall purpose of the programme is to promote a better understanding by Member States of and respect for the principles and norms of international law in order to support the accomplishment of the objectives of the United Nations.

6.2 The mandate for the programme derives from the principal decision-making organs of the Organization in accordance with the Charter of the United Nations and the Statute of the International Court of Justice.

6.3 Within the Secretariat, substantive responsibility for the programme is vested in the Office of Legal Affairs. It provides a unified central legal service for the Secretariat and the principal and other organs of the United Nations, supports the development of international justice, contributes to the progressive development and codification of international public and trade law, strengthening and developing the international legal order for the seas and oceans, registers and publishes treaties and performs the depositary functions of the Secretary-General.

6.4 The Office will provide services and legal advice, upon request, to the decision-making organs of the United Nations and its Member States. It will aim to strengthen respect within the United Nations system for the rule of law, in particular observance of the Charter and the resolutions, decisions, regulations, rules and treaties emanating from the Organization. Achievement of gender equality will also be addressed in the advice provided by the Office and in its activities, as appropriate.

Subprogramme 1

Overall direction, management and coordination of legal advice and services to the United Nations as a whole

Objective of the Organization: To assist the principal and subsidiary organs of the United Nations in enhancing respect for the rule of law and supporting the development of international justice.

Expected accomplishments of the Secretariat	Indicators of achievement
Provision of qualitative and timely legal advice, thus facilitating the functioning of the principal and subsidiary organs of the United Nations in accordance with international law, including the United Nations legal regime, and supporting international justice mechanisms, as mandated	(a) Satisfaction with the clarity and accuracy of the advice provided by the Office of Legal Affairs (b) Legal instruments are finalized in respect of the activities of the United Nations

Strategy

6.5 The subprogramme is implemented by the Office of the Legal Counsel. The Office will assist the principal and subsidiary organs of the United Nations through the qualitative and timely provision of legal advice at their request, the preparation of reports and analyses and its participation in meetings. This covers questions relating to international peace and security and includes advice on the interpretation of the Charter, resolutions, rules and regulations of the United Nations, treaties and questions involving the use of force, sanctions, investigations, commissions of inquiry, expert groups, privileges and immunities, relations with host countries and third-party liability. Legal advice will be provided on questions related to public international law, including legal disputes, human rights, humanitarian law and international criminal law, including formulation of statements of a legal nature for the Secretary-General. Legal advice will also be provided to treaty bodies institutionally linked to the United Nations, at their request. Advice will be provided on constitutional, credentials and membership issues, as well as on the interpretation and application of rules of procedure of principal and subsidiary organs. The Office will also assist the Secretary-General in complying with his statutory responsibilities with regard to the International Court of Justice. As required, the Office will represent the Secretary-General at meetings and conferences. Through continued ongoing contacts with legal offices throughout the United Nations system, the Office will seek to ensure that legal advice within the system is provided in a coordinated manner. It will work closely with the principal and subsidiary organs of the United Nations to ensure that the advice is clear, accurate and effective and will engage in necessary follow-up to support the implementation of any resulting policy decisions if requested.

6.6 Legal advice and services will be provided for the Organization's peacekeeping operations through the preparation of agreements governing the status and the privileges, immunities, facilities and exemptions of those operations, including status-of-forces and status-of-mission agreements. Assistance and advice will also be provided in the preparation of instruments required for the proper and lawful functioning of those operations, including rules of engagement, standard operating procedures and directives. In the case of operations with legislative and executive mandates, assistance and advice will additionally be provided in the preparation of legislative instruments. Assistance for peacemaking efforts will include advice to support negotiations and the preparation of legal instruments.

6.7 A further objective of the subprogramme is to support the development of international justice and an end to impunity through help to existing international and internationally assisted tribunals. To that end, the Office will work to ensure that, as subsidiary organs of the Security Council, the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda operate, in their administrative activities, in accordance with the Charter, regulations, rules and policies of the United Nations and, as judicial organs, act within their statutes. Within the framework of the subprogramme, the Office will advise the principal and subsidiary organs of the Organization on legal aspects of the activities of the above-mentioned tribunals and on matters arising in their relations with those tribunals. It will also advise the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda regarding their relationships with States and host countries. The Office will advise the principal and subsidiary organs regarding the Negotiated Relationship Agreement between the International

Criminal Court and the United Nations. The Office will assist in the establishment of other tribunals, as mandated, and help to develop transitional justice mechanisms if mandated.

6.8 The Office will continue to carry out secretariat and representational functions for organs and bodies falling within its competence, including the Credentials Committee of the General Assembly, the Committee on Relations with the Host Country and, as appropriate, ad hoc working groups of the Security Council and the Sixth Committee.

Subprogramme 2
General legal services provided to United Nations organs and programmes

Objective of the Organization: To protect the legal interests of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maximization of the protection of the legal interests of the Organization	(a) The absence of instances in which, unless waived, the status and privileges and immunities of the Organization are not maintained
(b) Minimization of the legal liabilities of the Organization	(b) The total amount of the Organization's legal liability is minimized compared with the total amount of claims filed against the Organization

Strategy

6.9 The subprogramme is implemented by the General Legal Division. Legal services and support will be provided to assist all parts of the Organization, including offices located away from Headquarters, in the day-to-day administration of their mandates and programmes. These involve: (a) participation in meetings of Secretariat bodies, such as the Committee on Contracts, the Staff Management Coordination Committee, the Property Survey Board and the Claims Board; and (b) the provision of advice on the interpretation of certain Articles of the Charter, General Assembly resolutions and decisions, the regulations, rules and mandates of programmes and activities in which United Nations organs and bodies are engaged and the interpretation of other administrative issuances of the Secretariat.

6.10 Legal services and support will also be provided: (a) for the peacekeeping operations of the Organization in contracting for air, land and sea transportation, rations, logistical support, personnel and equipment; the resolution of related disputes; and claims against the Organization resulting from such operations; (b) for the Organization's expanded contracting requirements and the reform of procurement; (c) to funds and programmes for the establishment of programmes of cooperation for development, as well as for the development of new institutional modalities for operational activities and initiatives to counter epidemics and other hazards; (d) for assisting in the prosecution and punishment of staff members and others who engage in theft, corruption or other fraudulent activities against the

Organization and for recovery of assets; and (e) for the development of new modalities for cooperating with outside entities in achieving the objectives of the Organization.

6.11 Furthermore, legal services will be provided for matters related to the regulations, rules and other administrative issuances of the Organization and revisions to the personnel appraisal system. The General Legal Division will represent the Secretary-General before the Administrative Tribunal and represent the Organization before other judicial and arbitral bodies.

Subprogramme 3
Progressive development and codification of international law

Objective of the Organization: To facilitate the progressive development and codification o international law.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Progress in the formulation of legal instruments	(a) (i) The level of progress achieved instruments under preparation
	(ii) The satisfaction of Member Sta with the quality of parliamentary documentation and background mat
	(iii) Satisfaction of the International Commission with the services provi
	(iv) Satisfaction of the Member State with services provided to the Sixth Committee
(b) Wider appreciation and understanding of international law	(b) (i) The satisfaction of participants the quality of courses and seminars
	(ii) The satisfaction of end-users w the quality of publications issued an information electronically dissemina

Strategy

6.12 Substantive responsibility for the implementation of the subprogramme is vested in the Codification Division. The types of activities to be undertaken will include research on topics of international law, compilation of background documents, preparation of draft reports of a substantive nature for the bodies concerned, legal advice and assistance in the conduct of proceedings and in the drafting of legal instruments, resolutions and decisions.

6.13 Substantive support will be provided to the Sixth Committee of the General Assembly in its consideration of the status of relevant instruments, measures aimed at enhancing the accession of States to these instruments or, as the case may be, use by States of the procedures envisaged by the relevant resolutions of the Assembly.

Substantive support will also be provided to special and ad hoc committees and working groups of the Sixth Committee, as well as to the International Law Commission.

6.14 The United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law will be implemented through: (a) the preparation and issuance of legal publications, such as the *United Nations Juridical Yearbook*, the *Yearbook of the International Law Commission*, the *United Nations Legislative Series* and the *Reports of International Arbitral Awards*, proceedings of codification conferences, *Summaries of Judgments, Advisory Opinions* and *Orders of the International Court of Justice*, as well as ad hoc publications on public international law; (b) the designing of curriculums and organization of courses and seminars on various subjects of international law; and (c) continuous updating of the websites of the Sixth Committee and the International Law Commission, and of the codification of international law, in conformity with existing mandates. Assistance in the form of fellowships, seminars and enhanced distribution of and access to United Nations legal publications will be provided, in particular, to developing countries.

Subprogramme 4
Law of the sea and ocean affairs

Objective of the Organization: To strengthen the rule of law for the oceans.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased capacity of Member States and intergovernmental organizations for the uniform and consistent application of the United Nations Convention on the Law of the Sea and related agreements	(a) (i) Increased number of States parties able to implement their obligations under the Convention and related agreements
	(ii) Increased participation of States in the United Nations Convention on the Law of the Sea and related agreements
(b) Increased opportunities for States to derive benefits from the oceans and seas in conformity with the United Nations Convention on the Law of the Sea and related agreements	(b) (i) Increased number of submissions to the Commission on the Limits of the Continental Shelf
	(ii) The expeditious examination of submissions to the Commission on the Limits of the Continental Shelf by increased utilization of technical facilities provided by the Division
	(iii) Increased number of activities aimed at improving the sustainable uses of the oceans and seas, the equitable and efficient utilization of their resources, the conservation of their living resources and the study, protection and preservation of the marine environment

	(iv) Increased cooperation relating conservation and sustainable use o marine living resources and, in par biodiversity, in areas beyond natio jurisdiction
(c) Increased cooperation of intergovernmental organizations in the work of the United Nations Open-ended Informal Consultative Process on Oceans and the Law of the Sea	(c) (i) Increased number of substant contributions made by intergovern organizations to the Secretary-Gen annual reports to the General Asse on oceans and the law of the sea, including special reports
	(ii) Active participation of intergovernmental and non-gover organizations in the work of the U Nations Open-ended Informal Consultative Process on Oceans a Law of the Sea and other relevant processes
(d) Increased cooperation between intergovernmental organizations and the Division for Ocean Affairs and the Law of the Sea in the coordination on oceans-related issues	(d) Increased activities carried out jo between the Division for Ocean Affai Law of the Sea and other relevant organizations, including requests for a

Strategy

6.15 The subprogramme is implemented by the Division for Ocean Affairs and the Law of the Sea.

6.16 The Division will provide information, analysis and advice on the Convention on the Law of the Sea and the implementing agreements, their status and State practice relating thereto. Assistance will be provided to States and international organizations (including regional organizations) in the development of legal instruments in the field of the law of the sea and ocean affairs, in harmony with the provisions of the Convention and its implementing agreements.

6.17 Developing States, through the Division's Capacity-building Unit, will also be assisted in developing and strengthening their capabilities, including institutional infrastructure, as well as human, technical and financial resources, for exercising their rights to the fullest degree and fulfilling their obligations in the most cost-effective manner.

6.18 The Division will provide assistance for the effective functioning of the institutions established under the Convention and will service the meetings of the States parties. In particular, it will provide both administrative and technical support to the Commission on the Limits of the Continental Shelf in its consideration of submissions by States for delineation of the outer limits of their continental shelves. The Division will also provide any necessary assistance to the International Tribunal for the Law of the Sea and the International Seabed Authority. Moreover, upon request, it will assist States in the settlement of disputes through other mechanisms contained in the Convention.

6.19 Member States will be assisted in identifying emerging aspects of ocean affairs within the framework of the Convention and the programme of action. This assistance will entail analysing areas requiring action, organizing groups of experts for the purpose of formulating appropriate responses to emerging needs and servicing multilateral consultations and negotiations, so as to contribute to the progressive development and codification of international law.

6.20 The annual consideration, review and evaluation by the General Assembly of continuing developments related to the law of the sea and ocean affairs will be undertaken through the provision of information, analysis and reports and the servicing of the informal consultations to elaborate the Assembly resolutions on oceans and the law of the sea and on sustainable fisheries, as well as the Open-ended Informal Consultative Process established by the Assembly to carry out oversight of oceans and law of the sea matters with an integrated and coordinated approach.

6.21 The Division will also continue to prepare reports in order to provide information for and to service meetings relating to sustainable fisheries, the conservation and sustainable use of marine biodiversity, and any other processes that may be established by the General Assembly.

6.22 The Division will continue to participate actively in relevant meetings of United Nations and non-United Nations bodies dealing with oceans-related issues and the mechanisms of cooperation and coordination relating to oceans, in particular UN-Oceans and its subsidiary bodies.

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

Objective of the Organization: To facilitate and encourage the progressive improvement, harmonization, understanding, knowledge and application of international trade law and coordination of the work of international organizations active in that field.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Contributions to the modernization of trade law and practices and reduction of legal uncertainties and obstacles posed by inadequate and disparate laws	(a) (i) Increased number of legislative decisions (ratifications and national enactments) based on United Nations Commission on International Trade Law (UNCITRAL) texts (ii) Increased number of judicial decisions based on UNCITRAL texts

(b) Contributions to increased understanding of international trade law issues and reliance on UNCITRAL standards	(b) (i) Increased number of publica databases referring to the work a mentioning texts of UNCITRAL
	(ii) Increased number of page v the UNCITRAL website
(c) Improved coordination and cooperation among international organizations active in the field of international trade law	(c) Increased number of joint activit incorporate reference to UNCITRAL standards
(d) Facilitating the work of UNCITRAL	(d) Satisfaction of UNCITRAL with services provided

Strategy

6.23 Substantive responsibility for the subprogramme is vested in the International Trade Law Division.

6.24 The United Nations Commission on International Trade Law, codification conferences and related intergovernmental working groups will be provided with substantive support. The services provided will include research on international trade law and preparation of studies and policy papers, legal advice and assistance in the conduct of intergovernmental negotiations and in the drafting of decisions, amendments and proposals.

6.25 The International Trade Law Division will assist the Commission in drafting for Governments modern and universally acceptable legislative and non-legislative texts (treaties, model laws, legislative guides and recommendations) in areas where the Commission determines that the modernization or harmonization of commercial law is desirable and feasible.

6.26 In view of the growing need for commercial law reform in the various areas in which the Commission has prepared harmonized standards, and the related increased demand for legislative technical assistance, in particular in developing countries and countries in transition, the Division will pay considerable attention to developing and carrying out programmes for legislative technical assistance and training. Such assistance will be based on requests from regional organizations and individual countries and will be provided in the form of briefings to officials, training and direct assistance in the drafting of instruments enacting uniform law texts, supported by commentaries, guides to enactment and information notes prepared by the Division. Professional associations and academic institutions, in particular in developing countries and countries with economies in transition, will be assisted in promoting modern business practices and the teaching of international trade law.

6.27 Cooperation will be undertaken with regional organizations to foster regional harmonization on the basis of universal texts of the Commission. The Division will provide models for use by intergovernmental organizations when they prepare legislative texts or assist their member States in modernizing trade legislation. Furthermore, the Division will draft models for use by international and national organizations when they prepare standard texts for use by their members. Attention will also be given to issues arising from the increasing importance of electronic commerce in international trade.

6.28 Bearing in mind the fact that an increasing number of regional economic integration organizations and those for particular industrial sectors are formulating rules and standards for international trade, the Division will be required to monitor and analyse their work so as to assist the Commission, as the core legal body within the United Nations system in the field of international trade law, to carry out its mandate to coordinate legal activities in the area of international trade, in particular to avoid duplication of efforts and to promote efficiency, consistency and coherence in the modernization and harmonization of international trade law.

6.29 Users of texts originating from the work of the Commission will be provided with information on the judicial and arbitral application and interpretation of those texts. Such information will be made available in all the official languages of the United Nations in the form of abstracts of court decisions and arbitral awards. In addition, the Division will facilitate the use of uniform law by preparing and continuously updating a digest of case law interpreting the United Nations Convention on Contracts for the International Sale of Goods and the UNCITRAL Model Law on International Commercial Arbitration, as well as disseminating information on the implementation of the Convention on the Recognition and Enforcement of Foreign Arbitral Awards.

Subprogramme 6
Custody, registration and publication of treaties

Objective of the Organization: To facilitate wider awareness of international treaties concluded under the auspices of the United Nations, treaties deposited with the Secretary-General and treaties registered with the Secretariat under Article 102 of the Charter, and actions relating to those treaties.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to international treaties deposited with the Secretary-General and related treaty actions, including information on their status, and to treaties and related actions submitted for registration and publication with the Secretariat	(a) (i) The timely provision of substantive and procedural depositary-related advice and guidance on treaties to be deposited with the Secretary-General (ii) The timely processing of treaty actions and formalities relating to treaties deposited with the Secretary-General (iii) The timely processing of treaties and actions submitted for registration and publication (iv) Increased number of page views on the Treaty Section's website

(b) Promotion of broader State participation in the multilateral treaty framework	(b) (i) Increased number of actions (e.g. ratifications accessions) received for d with the Secretary-Genera
	(ii) Increased participati Member States in the inte treaty framework
(c) Enhanced familiarity with and understanding by Member States of the technical and legal aspects of participating in the multilateral treaty framework and registering treaties with the Secretariat	(c) (i) Increased number of actions submitted for dep proper format
	(ii) Increased number of and actions submitted for registration and publicati proper form, pursuant to A 102 of the Charter
(d) Increased respect for the international treaty framework	(d) (i) Increased requests fo depositary and registratio information and advice fr other United Nations offic specialized agencies and t bodies
	(ii) Increased number of participants in training se ad hoc training sessions p by the Treaty Section at Headquarters and in the r

Strategy

6.30 Substantive responsibility for the implementation of the subprogramme is vested in the Treaty Section.

6.31 The Section will undertake the depositary functions of the Secretary-General for over 500 multilateral treaties and the registration and publication functions relating to over 55,000 treaties and over 110,000 related actions pursuant to Article 102 of the Charter of the United Nations; provide timely and accurate information relating to the treaties deposited with the Secretary-General and treaties and related actions registered with the Secretariat; provide assistance and advice to Member States, specialized agencies, United Nations offices, treaty bodies and other entities on various aspects of treaty law, including final clauses of treaties, the depositary practice of the Secretary-General and the registration of treaties under Article 102 of the Charter; and prepare and revise related publications.

6.32 The Treaty Section will continue to diversify its computerization programme to respond most effectively to the needs of Member States, in particular with respect to (a) the comprehensive electronic database containing up-to-date depositary and registration information, (b) electronic dissemination of treaty and treaty law-related information from the database, including through online access and (c) enhancement of the electronic database/workflow system, including desktop publishing capabilities, and will continue to update and enhance the United Nations Treaty Collection on the Internet.

6.33 The Section will continue to promote wider participation in the multilateral treaty framework through regular treaty events and provide assistance to States with the technical and legal aspects of participation in treaties deposited with the Secretary-General and the registration of treaties pursuant to Article 102 of the Charter, including through capacity-building training seminars held at Headquarters in New York and in the regions.

Legislative mandates

Subprogramme 1
Overall direction, management and coordination of legal advice and services to the United Nations as a whole

General Assembly resolutions

13 (I)	Organization of the Secretariat
2819 (XXVI)	Security of missions accredited to the United Nations and safety of their personnel and establishment of the Committee on Relations with the Host Country

Subprogramme 2
General legal services provided to United Nations organs and programmes

General Assembly resolutions

351 A (IV)	Establishment of a United Nations Administrative Tribunal
782 B (VIII)	Personnel policy of the United Nations: amendment to the statute of the United Nations Administrative Tribunal
957 (X)	Procedure for review of United Nations Administrative Tribunal judgements: amendments to the statute of the Administrative Tribunal
50/54	Review of the procedure provided for under article 11 of the statute of the United Nations Administrative Tribunal
52/166	Amendment to article 13 of the statute of the United Nations Administrative Tribunal
55/159	Review of the statute of the United Nations Administrative Tribunal

Subprogramme 3
Progressive development and codification of international law

General Assembly resolutions and decisions

174 (II)	Establishment of an International Law Commission
487 (V)	Ways and means for making the evidence of customary international law more readily available
987 (X)	Publication of the documents of the International Law Commission
3006 (XXVII)	*United Nations Juridical Yearbook*
59/36	Status of the Protocols Additional to the Geneva Conventions of 1949 and relating to the protection of victims of armed conflicts
59/37	Consideration of effective measures to enhance the protection, security and safety of diplomatic and consular missions and representatives
60/19	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law
60/22	Report of the International Law Commission on the work of its fifty-seventh session
60/23	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization [implementation of the provisions of the Charter of the United Nations related to assistance to third States affected by the application of sanctions]
60/23	Report of the Special Committee on the Charter of the United Nations and on the Strengthening of the Role of the Organization
60/29	Report of the International Criminal Court
60/43	Measures to eliminate international terrorism

Subprogramme 4
Law of the sea and ocean affairs

United Nations Convention on the Law of the Sea

Articles 16 (2), 47 (9), 75 (2), 76 (9), 84 (2), 287 (8), 298 (6), 312, 313 (1), 319 (1) and 319 (2); articles 2 (2), 2 (5) and 6 (3) of annex II; articles 2 and 3 (*e*) of annex V; article 4 (4) of annex VI; article 2 (1) of annex VII; and article 3 (*e*) of annex VIII

General Assembly resolutions

49/28	Law of the Sea
52/26	Oceans and the law of the sea
54/33	Results of the review by the Commission on Sustainable Development of the sectoral theme of "Oceans and seas": international coordination and cooperation
56/13	Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks [establishment of informal consultations of parties to the Fish Stocks Agreement]
57/141	Oceans and the law of the sea
58/14	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
58/240	Oceans and the law of the sea
59/24	Oceans and the law of the sea
59/25	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments
60/30	Oceans and the law of the sea
60/31	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

Subprogramme 5
Progressive harmonization, modernization and unification of the law of international trade

General Assembly resolutions

2205 (XXI)	Establishment of the United Nations Commission on International Trade Law
60/20	Report of the United Nations Commission on International Trade Law on the work of its thirty-eighth session

Subprogramme 6
Custody, registration and publication of treaties

Article 102 of the Charter of the United Nations

General Assembly resolutions

23 (I)	Registration of treaties and international agreements
24 (I)	Transfer of certain functions, activities and assets of the League of Nations
97 (I)	Registration and publication of treaties and international agreements: Regulations to give effect to Article 102 of the Charter of the United Nations
364 (IV)	Registration and publication of treaties and international agreements
482 (V)	Registration and publication of treaties and international agreements
33/141	Registration and publication of treaties and international agreements pursuant to Article 102 of the Charter of the United Nations
51/158	Electronic treaty database
54/28	United Nations Decade of International Law
55/2	United Nations Millennium Declaration
56/77	United Nations Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law

Programme 7

Economic and social affairs

Overall orientation

7.1 The overall objective of the programme is to promote and support international cooperation in the pursuit of sustained economic growth, hunger and poverty eradication and sustainable development for all. The programme also seeks to contribute to a mutually reinforcing relationship between the development work of the United Nations and the other core elements of the United Nations wider work for its Member States and their peoples, on peace and security and human rights.

7.2 The programme is under the responsibility of the Department of Economic and Social Affairs. Its key programmatic thrusts are (a) to provide substantive support to the United Nations Charter bodies dealing with development issues, namely, the General Assembly, the Economic and Social Council and its related functional commissions, and expert bodies and (b) to analyse development prospects globally.

7.3 The programme takes an integrated approach, tackling the economic, social and environmental dimensions of development through normative, analytical and operational work. It applies that approach to the intergovernmental process as a whole, through which work on development issues takes place in five consecutive phases: (a) promoting understanding of common challenges; (b) building policy consensus on guiding principles and solutions; (c) forging international commitments and agreements, including specific courses of action; (d) facilitating implementation of commitments/translating agreements into action at the global, regional, national and local levels; (e) monitoring and evaluating progress and obstacles to progress.

7.4 New impetus for the programme has been provided by the 2005 World Summit, creating challenges and opportunities that will continue to shape its operating environment and priorities in the biennium 2008-2009. In this respect, the following three major aspects of the 2005 World Summit Outcome will underline the operating framework for the biennium: (a) an intensified focus on both implementing the internationally agreed development goals, including the Millennium Development Goals, generated by the United Nations conferences and summits, which together make up the United Nations development agenda, and realizing the global partnership for development, which was strongly reaffirmed at the 2005 World Summit and set out in the Millennium Declaration, Monterrey Consensus and Johannesburg Plan of Implementation; (b) a determination to foster a more coherent and effective United Nations, through better integration of economic, social and environmental policies at all levels, stronger links between normative, analytical and operational work, and better management of United Nations entities dealing with development, the environment and humanitarian assistance; and (c) a commitment to pursue greater engagement with other partners and institutional stakeholders, including the multilateral financial, trade and development institutions, as well as non-governmental organizations, civil society and the private sector.

7.5 The programme will continue to emphasize the mainstreaming of gender perspectives into all policies and programmes, which the 2005 World Summit recognized as an essential contribution to achieving gender equality and the internationally agreed development goals. The programme has played a leading role in fulfilling the Organization's responsibility to provide advice and support on this front.

7.6 The 2005 World Summit decisions on reform of the Economic and Social Council system in particular have put the Council, and thus the programme, at the centre of the effort to monitor and advance unified and coherent implementation of the United Nations development agenda. The Council's new functions include: (a) conducting annual ministerial reviews of progress towards agreed development goals; (b) convening the global Development Cooperation Forum; (c) building the Council's capacity to respond rapidly to trends or emergencies that may threaten development progress; (d) reconceiving its role in fostering global policy dialogue; and (e) playing a major role in overall coordination of United Nations system funds, programmes and agencies.

7.7 Providing effective support to these functions will require strategic integration, as well as strengthened coordination and coherence, both within the programme and within the Executive Committee on Economic and Social Affairs. It will also require strengthening productive interfaces between the programme and the United Nations Development Programme (UNDP) and between the Executive Committee on Economic and Social Affairs and the United Nations Development Group. Efforts will be made to promote and develop new methods and mechanisms of better knowledge, through the establishment of new knowledge communities through the Intranet.

Subprogramme 1
Economic and Social Council support and coordination

Objective of the Organization: To advance the role of the General Assembly, especially the Second and the Third Committees, and the Economic and Social Council in supporting efforts to promote a more coherent and integrated implementation of the United Nations development agenda comprised of the international development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement	
(a) Strengthened role of the General Assembly and the Economic and Social Council in policy development, coordination and coherence to facilitate and monitor progress in implementing the internationally agreed development goals and in strengthening the linkage between policy and operational activities for development	(a)	(i) Increased number of resolutions, agreed conclusions and ministerial declarations and presidential summaries reflecting consensus on major development issues (ii) Increased number of more action-oriented recommendations (iii) Increased number of country-level development plans reflecting the policy consensus
(b) Enhanced role of the Economic and Social Council in guiding its subsidiary bodies and in promoting coordination and coherence in the activities of the United Nations system	(b)	(i) Increased number of similar items appearing on the agendas and work programmes of the functional commissions as compared to the

	agenda of the Economic and Social Council (ii) The number of actions taken by subsidiary bodies of the Economic and Social Council to better coordinate their response to policy documents of the Council (iii) Increased contribution to the deliberations of the Economic and Social Council by non-governmental organizations in consultative status with the Council
(c) Enhanced role of the Economic and Social Council in the area of post-conflict reconstruction and development, including its enhanced interaction with the Security Council as mandated by the Economic and Social Council	(c) Increased number of recommendations and decisions of the Economic and Social Council on long-term development situations of post-conflict countries as well as its advice to the Peacebuilding Commission

Strategy

7.8 The Office for Economic and Social Council Support and Coordination is responsible for the subprogramme. The strategy will include:

(a) Strengthening the role of the Economic and Social Council through its annual ministerial-level substantive reviews to monitor progress in implementing the international development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals, to promote policy coherence among the development activities of different development partners and to strengthen the links between the normative and operational work of the United Nations through the Development Cooperation Forum;

(b) Promoting policy dialogue on interrelated economic and social issues through special meetings with the international financial and trade institutions on the coordinated and integrated follow-up to and implementation of the internationally agreed development goals;

(c) Supporting the Committee on Non-Governmental Organizations in order to facilitate the contribution of civil society to the work of the Economic and Social Council on the integrated follow-up to the international development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals, and supporting non-governmental organizations to build their capacity to participate in the work and activities of the United Nations;

(d) Promoting a comprehensive and integrated approach to the follow-up to and implementation of the major United Nations conferences and summits in the work of the functional commissions of the Economic and Social Council, in particular by utilizing a more coherent and integrated approach to social, economic, financial, environmental and development issues;

(e) Assisting the Economic and Social Council in its work, in cooperation with the General Assembly and the Security Council, on issues of post-conflict peacebuilding in countries emerging from conflict, as mandated by the Economic and Social Council, and in developing strategy to address the development dimension of post-conflict situations, drawing on the advice of the Peacebuilding Commission.

Subprogramme 2
Gender issues and advancement of women

Objective of the Organization: To strengthen the achievement of gender equality and the advancement of women, including women's full enjoyment of their human rights.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Advancements in gender equality and elimination of gender discrimination through support and promotion of the full and effective implementation of the Beijing Platform for Action, the outcome of the twenty-third special session of the General Assembly and the 2005 World Summit and the Convention on the Elimination of All Forms of Discrimination against Women	(a) (i) Increased number of po actions taken at the national regional levels to implemen Beijing Platform for Action outcome of the twenty-thir session, the Convention on Elimination of All Forms of Discrimination against Wor the 2005 World Summit
	(ii) Increased proportion, as appropriate, of resolutions General Assembly that inco gender perspective
(b) Enhanced capacity of the Commission on the Status of Women and the Committee on the Elimination of Discrimination against Women to fulfil their mandates, including the promotion of gender mainstreaming in all political, economic and social spheres	(b) (i) The reduction in the cur interval between the date of of a State party's report and of its consideration by the Committee on the Eliminati Discrimination against Wor
	(ii) Increased number of representatives of non-gove organizations that participat work of the Commission on Status of Women

(c) Increased capacity of the United Nations system entities to mainstream gender perspectives and to undertake targeted measures to empower women in policies and programmes of the United Nations system	(c) (i) Increased number of actions taken by United Nations entities, individually and/or collaboratively, to incorporate gender perspectives in their policies, programmes and projects (ii) Improved gender balance through effective implementation of gender-sensitive human resources policy measures by the United Nations system entities

Strategy

7.9 The Office of the Special Adviser on Women and Gender Issues and Advancement of Women and the Division for the Advancement of Women are responsible for the subprogramme. The strategy will include:

(a) Promoting commitments and actions of Member States and intergovernmental bodies for the full and effective implementation of mandates relating to gender equality, especially those emanating from the 2005 World Summit, the Millennium Declaration, the Fourth World Conference on Women, the outcome of the twenty-third special session of the General Assembly and other resolutions and decisions, such as Economic and Social Council agreed conclusions 1997/2 and Security Council resolution 1325 (2000), as well as obligations under the Convention on the Elimination of All Forms of Discrimination against Women;

(b) Promoting understanding of emerging issues on gender equality and the advancement of women, through research, analysis and provision of evidence-based policy options, and monitoring of gender mainstreaming in intergovernmental process outcomes;

(c) Enhancing effective functioning of intergovernmental and expert bodies, including the work of the Commission on the Status of Women and the Committee on the Elimination of Discrimination against Women, through research and analysis, improving, rationalizing and streamlining existing methods of work and facilitating the involvement of the civil society in intergovernmental processes;

(d) Providing technical advisory services, upon request, at the regional and national levels, through capacity-building in relation to implementation and reporting under the Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol;

(e) Promoting gender mainstreaming in all policies and programmes and the improvement of the status of women within the United Nations system, including by facilitating inter-agency collaboration, monitoring the development of policies, methodologies and tools, and promoting and monitoring the achievement of gender balance and a gender-sensitive work environment within the United Nations system.

Subprogramme 3
Social policy and development

Objective of the Organization: To strengthen international cooperation, raise awareness on the importance of social development and enhance national capacity with particular attention to poverty eradication, employment generation and social inclusion, especially with due regard to issues relating to older persons, persons with disabilities, family, youth and indigenous peoples.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) International debate and agreements facilitated on major social development issues on the agendas of the United Nations intergovernmental processes	(a) (i) The percentage of proposed recommendations used in the formulation of resolutions, decisions and agreed conclusions (ii) Increased number of programmes in the United Nations system devoted to not fully addressed social development issues
(b) Strengthened capacity of Member States and of civil society to develop and implement social programmes and policies	(b) (i) Increased number of national personnel trained to implement social policies at the national and community levels (ii) Increased number of social policy measures taken by countries to promote poverty eradication, employment generation, social protection, social spending and social integration
(c) Better understanding and awareness by Governments, civil society and the private sector of issues of social development	(c) (i) Improved and timely access to United Nations research and analysis information (ii) Increased number of multi-stakeholder events on issues relating to social development

Strategy

7.10 The Division for Social Policy and Development is responsible for the subprogramme. The strategy will include:

(a) Promoting greater awareness of and supporting the integrated follow-up to and the implementation, within the overall orientation provided by the United Nations Millennium Declaration and the 2005 World Summit Outcome, of the commitments agreed upon at relevant United Nations conferences and summits, especially the World Summit for Social Development and the twenty-fourth special session of the General Assembly, the mandates and recommendations of the Permanent Forum on Indigenous Issues and the major international action plans, in particular the International Plan of Action on Ageing, as well as other programmes of action, notably on persons with disabilities and youth, and mandates contained in General Assembly resolutions, such as those related to the tenth anniversary of the International Year of the Family, with emphasis on greater integration of social and economic concerns and objectives in policymaking;

(b) Facilitating the finalization, adoption and implementation of the Convention on the Rights of Persons with Disabilities;

(c) Advocating and promoting understanding of and support for emerging issues in social development through research, analysis and reporting on policy options in close collaboration and coordination with other United Nations entities to achieve social development in order to present evidence-based policy recommendations to Member States;

(d) Providing technical advisory services at the regional and national levels through training and capacity-building;

(e) Raising civil society awareness and facilitating civil society support for the work of the United Nations on social development.

Subprogramme 4
Sustainable development

Objective of the Organization: To accelerate the implementation of sustainable development goals, targets and commitments in accordance with internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of major United Nations conferences and summits, in particular the World Summit on Sustainable Development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective review of and agreement on key sustainable development challenges and priority actions of the multi-year programme of work to advance implementation in the areas of agriculture, rural development, drought, desertification and Africa, including related cross-cutting issues	(a) Increased level of satisfaction by Member States with the support and servicing the intergovernmental process, as well as an increased level of satisfaction of Member States with activities related to consensus-building, the functioning of the Bureau of the Commission on Sustainable Development, the partnership fair, the Learning Centre and the participation of major groups
(b) Increased availability of information on policy options, practical measures and concrete actions needed for the adoption and implementation of sustainable development at the local, national, regional and international levels	(b) (i) Increased number of inputs by Member States into databases on case studies, partnerships, best practices and lessons learned (ii) Increased number of visits to and downloads from the website of the Division for Sustainable Development

(c) Enhanced technical, human and institutional capacities of developing countries and countries with economies in transition to implement actions and national strategies for sustainable development in energy, water and natural resources	(c) (i) Increased number of countries expressing satisfaction with advisory, technical cooperation and capacity-building services to achieve their sustainable development goals (ii) Increased number of national staff trained, resulting in enhanced knowledge and skills

Strategy

7.11 The Division for Sustainable Development is responsible for the subprogramme. The strategy will include:

(a) Promoting and supporting effective, coherent and coordinated implementation of the sustainable development agenda of the United Nations, including Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation, as well as the Programme of Action for the Sustainable Development of Small Island Developing States and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, at the national, regional and global levels, with an emphasis on greater integration of social, economic and environmental dimensions of sustainable development through, inter alia, national sustainable development strategies and international cooperation;

(b) Providing substantive and effective support, including policy development and analysis, to intergovernmental processes, in particular to the Commission on Sustainable Development;

(c) Providing technical and policy advisory services, at the request of Member States, to enhance their capacity to implement actions and strategies to manage water and energy resources as well as national sustainable development strategies, and to implement effective information, monitoring, review, and reporting systems at the national and regional levels;

(d) Strengthening cooperation with major groups and identifying opportunities for their further engagement in the work of the United Nations in the area of sustainable development;

(e) Undertaking in-depth analysis and evaluation of trends in the implementation of sustainable development, including lessons learned, best practices and new challenges, and cross-sectoral analysis of sustainable development in the economic and natural resources sectors;

(f) Maintaining and improving transparent, user-friendly and easily accessible websites, including database systems for information on sustainable development;

(g) Providing information and summary reports on partnerships for sustainable development to the Commission on Sustainable Development.

Subprogramme 5
Statistics

Objective of the Organization: To advance the global statistical system in order to produce high quality, easily accessible comparable national statistics for policymakers and other users at the national and international levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened global statistical system, with more active participation by countries and increased collaboration among international organizations, including progress in the harmonization and rationalization of development indicators	(a) (i) Increased number of participants from countries and international organizations attending the sessions of the Statistical Commission, workshops, expert group meetings and seminars (ii) Increased number of collaborative activities carried out with international organizations on the rationalization and harmonization of development indicators
(b) Better and broader use by Governments, international organizations, research institutes, the private sector and the general public of statistical data and technical guidelines produced by the subprogramme	(b) (i) Increased percentage of requests satisfied for statistical data (ii) Increased percentage of visits to the Statistics Division website
(c) Strengthened capacity of developing countries, in particular the least developed countries, to routinely collect, compile, store, analyse and disseminate official statistics and indicators in the economic, social, demographic and environmental fields to produce quality data for policymakers and the public in general	(c) Increased percentage of participants that utilized knowledge obtained at training workshops

Strategy

7.12 The subprogramme is under responsibility of the Statistics Division, which is the centre of the United Nations global statistical system that includes national statistical offices, international organizations and civil society engaging in official statistics, under the guidance of the United Nations Statistical Commission. The strategy will include:

(a) Expanding the normative role of the subprogramme in the development and enhancement of statistical standards, the collection and depositing of statistical data by Member States and the coordination of international statistical activities;

(b) Helping countries, through the development of guidelines, to build and manage sustainable national statistical systems with appropriate governance structures and development guidelines, to utilize state-of-the-art data capture and processing technologies and to enhance the quality of and accessibility to policy-relevant statistical information;

(c) Developing norms and standards, in particular developing statistical concepts, definitions, classifications and methods for the collection, compilation, storage, analysis and dissemination of statistics and indicators for use by statistical authorities at the national level;

(d) Compiling and disseminating global statistical information in the areas of national accounts, international trade, energy, industry, demographic and social concerns and the environment, increasingly using modern information and communication technologies, including the Internet, to facilitate data exchange and to enhance accessibility to comparable national statistics in those fields by policymakers and other users at the national and international levels;

(e) Strengthening of countries' national statistical systems, particularly developing countries and countries with economies in transition, by disseminating methodological information to those countries, conducting training, stimulating their participation in the international exchange of experiences and providing other appropriate forms of technical cooperation, including technical advisory services on request, and promoting the use of mapping and geographical information systems for modern surveying at the national, regional and local levels;

(f) Coordinating international statistical activities by cooperating closely with other international organizations active in statistics to further enhance the coordinated system of international statistical work, including data-sharing by testing and utilizing new Internet and information management technologies.

Subprogramme 6
Population

Objective of the Organization: To enable the international community to better understand and effectively address current and foreseeable population issues and population dimensions of development at the national and international levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effectively facilitated review by Member States of progress made in the implementation of the Programme of Action of the International Conference on Population and Development and the outcome of the twenty-first special session of the General Assembly	(a) Improved quality of support and servicing for the Commission on Population and Development, including the provision of timely, relevant, technically sound and policy-oriented documentation for its work
(b) Enhanced awareness of new and emerging population issues and increased knowledge and understanding, at the national level, particularly in the areas of fertility, mortality, migration, HIV/AIDS, urbanization, population growth and population ageing	(b) Increased influence of the work of the Population Division on the work of other stakeholders in the area of population
(c) Improved accessibility and timeliness of population information and data for use by Member States, civil society and academia	(c) Increased demand for population publications or digital information products

Strategy

7.13 The Population Division is responsible for the subprogramme. The objective will be achieved by:

(a) Providing substantive support to United Nations bodies, especially to the Commission on Population and Development, and assessing progress made in the implementation of the Programme of Action of the International Conference on Population and Development;

(b) Facilitating the discussion of key or emerging population issues by experts or government representatives;

(c) Preparing comprehensive studies on population issues and population trends relating to fertility, mortality, international and internal migration, HIV/AIDS, urbanization, population growth, population ageing, population prospects, population policy and population in relation to development;

(d) Disseminating population information and policy-relevant findings in the area of population, in particular through the Population Division website;

(e) Building capacity to address population issues at the national level through workshops or the dissemination of technical material, such as manuals and software.

Subprogramme 7
Development policy and analysis

Objective of the Organization: To identify and reach intergovernmental agreement on the economic policies and actions necessary at the national and international levels to improve long-term development prospects.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened international debate by assisting the General Assembly and the Economic and Social Council in identifying and understanding new and emerging economic issues, in particular in the context of advancing the internationally agreed development goals agreed upon at the major United Nations conferences and summits, including the Millennium Development Goals	(a) Increased number of debated economic policies and actions to achieve development goals on which agreements were reached
(b) Improved dialogue on the world economic situation, including fostering a unified United Nations view on the world economic outlook and its implications for the prospects of developing countries	(b) Increased inputs from the United Nations system entities and Member States to the dialogue on the world economic situation and prospects

(c) Strengthened capacity of developing countries to integrate macroeconomic and social policies in national development strategies, including through better understanding of mechanisms to cope with economic insecurity and to make macroeconomic stabilization compatible with long-term poverty reduction	(c) Increased number of developing countries that developed proposals and plans on the integration of macroeconomic and social policies into national development strategies

Strategy

7.14 The Development Policy and Analysis Division is responsible for the subprogramme. The strategy will focus on:

(a) Analysis of emerging economic issues for the United Nations Development Agenda and actions to promote development in developing countries, especially those that face the greatest difficulties in achieving the internationally agreed development goals, with emphasis on greater integration of social and economic concerns and objectives in policymaking, and in close collaboration and coordination with other United Nations system entities. Substantive and effective support to the work of the Committee for Development Policy will be provided;

(b) Unified United Nations perspective on the short-term global macroeconomic situation and prospects, as well as on timely and accurate assessments of the benefits of coordinated international macroeconomic policies;

(c) Substantive interaction with development institutions, including academic and research bodies;

(d) Expanded dissemination of the *World Economic and Social Survey* and *World Economic Situation and Prospects* among research, academic and other development institutions, as well as policymakers in Member States;

(e) Assistance to the Security Council, the Economic and Social Council and the General Assembly with information on countries' economic structures, performance, prospects and related issues in their review of conflict and post-conflict situations;

(f) Assistance to developing countries with analytical tools aimed at strengthening their capacity to define national development strategies towards achieving the internationally agreed development goals, including the Millennium Development Goals, especially in the areas of linking macroeconomic policies to poverty reduction targets and coping with economic vulnerability and insecurity.

Subprogramme 8
Public administration and development management

Objective of the Organization: To promote efficient, accountable, participatory and transparent public administration for the attainment of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enriched dialogue on improved understanding of issues related to public administration, participatory governance, capacity-building and promotion of professionalism and ethics, and knowledge management for development	(a) Increased number of references, recommendations and decisions aimed at facilitating intergovernmental dialogue in the area of public administration found in reports, declarations and resolutions
(b) Enhanced knowledge and improved exchange of innovations and good practices in the area of public administration, participatory governance and knowledge management for development	(b) Increased number of visits to and downloads from the United Nations Online Network in Public Administration and Finance
(c) Enhanced capacity of national Governments to strengthen participatory governance, professionalism and accountability in the public sector for improved performance, including through the use of information and communication technologies	(c) The number of methodological and technical recommendations implemented by Member States as a result of advisory services and technical cooperation projects

Strategy

7.15 The Division for Public Administration and Development Management is responsible for the subprogramme. The strategy is based on an integrated approach comprising advocacy, the provision of substantive support to relevant intergovernmental bodies, analytical work, advisory services, technical cooperation and training, the dissemination of best practices and experiences, information-sharing and network-building. It is aimed at:

(a) Promoting greater awareness, common approaches, understanding and innovative policy options among Member States in the following four substantive areas: post-conflict reconstruction of governance and public administration systems; participatory governance; capacity-building and promotion of professionalism and ethics in the public sector; and information and communication technology for development;

(b) Focusing also on the themes associated with the four substantive areas, including public sector leadership, judicial and legislative administration and institutional capacity-building for agencies involved in regulatory reforms, budgeting, revenue administration, the administration of incentives and development assistance management;

(c) Devoting special attention to countries emerging from conflict or crisis;

(d) Strengthening cooperation and collaboration of regional and professional organizations within and outside the United Nations system to maximize the impact of their respective activities.

Subprogramme 9
Sustainable forest management

Objective of the Organization: To advance long-term political commitment to the management, conservation and sustainable development of all types of forests at the global, regional and national levels and to promote the achievement of the internationally shared global objectives on forests.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective international dialogue on sustainable forest management and facilitation of the adoption and implementation of the non-legally binding instrument	(a) Increased number of resolutions and decisions on improvement of sustainable forest management at all levels
(b) Enhanced monitoring, assessment of and reporting on internationally agreed actions towards the implementation of sustainable forest management	(b) (i) Increased number of reports on sustainable forest management submitted by countries and other stakeholders (ii) Increased number of assessments based on the information provided by Member States and other stakeholders on the progress made and impediments encountered in the implementation of the internationally agreed actions for sustainable forest management
(c) Improved international cooperation, collaboration and coordination on forests through more effective and better knowledge management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests	(c) Increased number of partnerships, collaborative activities and country and organization-led initiatives undertaken to support the international forest policy dialogue

Strategy

7.16 The secretariat of the United Nations Forum on Forests is responsible for the subprogramme. The strategy will include:

(a) Supporting efforts to achieve the internationally shared global objectives on forests, including: reversal of loss of forest cover; enhancement of forest-based economic, social and environment benefits; significant increase of the area of sustainably managed forests; and reversal of the decline in official development assistance for sustainable forest management in particular through effective implementation of a non-legally binding instrument on all types of forests;

(b) Promoting greater awareness of and supporting the implementation of forest-related elements of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, as well as those stemming from the Intergovernmental Panel on Forests/Intergovernmental Forum on Forests processes and the United Nations Forum on Forests;

(c) Facilitating the adoption and implementation of the non-legally binding instrument on all types of forests;

(d) Providing substantive support for continued policy development, dialogue and agreements among Governments, international organizations and other interested parties, including major groups;

(e) Providing support to the Collaborative Partnership on Forests for enhanced cooperation and policy and programme coordination on forest-related issues among relevant international and regional organizations, institutions and instruments;

(f) Facilitating, monitoring, assessing and reporting on the progress of national, regional and global actions in sustainable forest development, as well as undertaking research on and analysis and dissemination of that data and information, including through the United Nations Forum on Forests website;

(g) Contributing to strengthened international cooperation by catalysing financial resources and fostering North-South and public-private partnerships in sustainable forest management;

(h) Providing substantive support for the mobilization and exchange of technical and scientific knowledge and information, through the provision of technical advisory services, upon request, and conducting training courses;

(i) Encouraging and assisting countries, at their request, including those with low forest cover, to develop and implement forest conservation and rehabilitation strategies, increase the area of forests under sustainable management and reduce forest degradation and the loss of forest cover, in order to maintain and improve their forest resources with a view to enhancing the benefits of forests to meet present and future needs, in particular the needs of indigenous peoples and local communities, whose livelihoods depend on forests.

Subprogramme 10
Financing for development

Objective of the Organization: To promote and support sustained follow-up to the agreements and commitments reached at the International Conference on Financing for Development, as contained in the Monterrey Consensus, as well as financing for development-related aspects of the outcomes of major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration and the 2005 World Summit Outcome.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Effective multi-stakeholder monitoring of the implementation of and follow-up to the Monterrey Consensus and related outcomes	(a) Increased number of contributions from all the stakeholders in the financing for development process to the annual analytical assessment of the implementation of the Monterrey Consensus and related outcomes
(b) Strengthened role and fuller use of the General Assembly and the Economic and Social Council, as well as the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination	(b) Increased number and scope of agreements reached and commitments made by Member States as a result of intergovernmental deliberations in the General Assembly and the Economic and Social Council, as well as in the relevant intergovernmental and governing bodies of other institutional stakeholders, for the purposes of conference follow-up and coordination
(c) Fuller engagement of Governments and greater cooperation and interaction among all institutional and non-institutional stakeholders involved in the financing for development process to ensure proper follow-up to the implementation of agreements and commitments reached at the Conference	(c) Increased number and impact of multi-stakeholder consultations, workshops, seminars and other events on financing for development, including the international and regional financial and trade institutions, as well as the relevant entities of civil society and the private sector

Strategy

7.17 The Financing for Development Office is responsible for the subprogramme. The strategy will include:

(a) Serving as a focal point in the United Nations Secretariat for overall follow-up to the implementation, at the national, regional and global levels, of the outcome of the International Conference on Financing for Development and, in this context, intensifying collaboration and interaction with the secretariats of the major institutional stakeholders, the regional commissions and development banks, as well as civil society and the business sector;

(b) Promoting coherence and an integrated approach within the United Nations to issues related to financing for development, for the integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields, including the development goals set out in the United Nations Millennium Declaration and the 2005 World Summit Outcome;

(c) Providing substantive secretariat support, including the preparation of multi-stakeholder reports and other inputs, to the intergovernmental process entrusted with the follow-up to the Conference and the World Summit, as well as other relevant bodies, in particular with respect to the area of coherence and consistency of the international monetary, financial and trading systems in support of development, including by contributing to relevant aspects of the work of the Economic and Social Council Development Cooperation Forum and preparing a follow-up conference on financing for development;

(d) Organizing, in collaboration with experts from the public and private sectors, academia and civil society, multi-stakeholder consultations, workshops, panel discussions and other activities aimed at better enabling Member States to implement their commitments as agreed upon in the Monterrey Consensus and related outcomes.

Legislative mandates

General Assembly resolutions

47/190	Report of the United Nations Conference on Environment and Development (subprogrammes 4, 5, 6 and 7)
47/191	Institutional arrangements to follow up the United Nations Conference on Environment and Development (subprogrammes 4, 5 and 6)
50/227	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields (subprogrammes 1 and 7)
51/176	Implementation of the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
51/240	Agenda for Development (all subprogrammes)
55/2	United Nations Millennium Declaration (all subprogrammes)
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)
57/144	Follow-up to the outcome of the Millennium Summit (all subprogrammes)
57/253	World Summit on Sustainable Development (all subprogrammes)
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of major United Nations conferences and summits in the economic and social fields (all subprogrammes)

58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development (subprogrammes 2, 4, 5, 6 and 9)
58/220	Economic and technical cooperation among developing countries (subprogrammes 1, 2, 3, 4, 5 and 8)
58/225	Role of the United Nations in promoting development in the context of globalization and interdependence (subprogrammes 1 and 7)
58/269	Strengthening of the United Nations: an agenda for further change (all subprogrammes)
59/146	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly (subprogrammes 3, 5 and 6)
59/243	Integration of the economies in transition into the world economy (subprogrammes 7 and 8)
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system (subprogrammes 1, 2, 3 and 8)
60/1	2005 World Summit Outcome (all subprogrammes)
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly (all subprogrammes)

Economic and Social Council resolutions and decisions

1998/7	Importance of population census activities for evaluation of progress in implementing the Programme of Action of the International Conference on Population and Development (subprogrammes 5 and 6)
2005/31	Mainstreaming a gender perspective into all policies and programmes of the United Nations system (all subprogrammes)
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

2002	The contribution of human resources development, including in the areas of health and education, to the process of development (all subprogrammes)

2003	Promoting an integrated approach to rural development in developing countries for poverty eradication and sustainable development (all subprogrammes)
2004	Resources mobilization and enabling environment for poverty eradication in the context of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010 (all subprogrammes)

Subprogramme 1
Economic and Social Council support and coordination

General Assembly resolutions

45/264	Restructuring and revitalization of the United Nations in the economic, social and related fields
48/162	Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields
48/209	Operational activities for development: field offices of the United Nations development system
52/12 B	Renewing the United Nations: a programme for reform
57/295	Information and communication technologies for development
58/126	Revitalization of the work of the General Assembly
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/180	The Peacebuilding Commission
60/252	World Summit on the Information Society

Economic and Social Council resolutions and decisions

1986/72	Protection against products harmful to health and the environment
1996/31	Consultative relationship between the United Nations and non-governmental organizations
1999/5	Poverty eradication and capacity-building
1999/6	Progress on the implementation of General Assembly resolution 53/192
1999/51	Restructuring and revitalization of the United Nations in the economic, social and related fields and cooperation between the United Nations and the Bretton Woods institutions
2000/19	Funding operational activities for development of the United Nations system

2000/20	Progress in the implementation of General Assembly resolution 53/192 on the triennial policy review of operational activities for development of the United Nations system
2001/27	Implementation of General Assembly resolutions 50/227 and 52/12 B: improving the working methods of the functional commissions of the Economic and Social Council
2001/210	Establishment of the Information and Communication Technologies Task Force
2002/225	Establishment of the general voluntary trust fund in support of the United Nations NGO Informal Regional Network
2004/44	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits
2005/7	Progress in the implementation of General Assembly resolution 59/250 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2005/221	Theme for the coordination segment of the substantive session of 2006 of the Economic and Social Council and multi-year work programme for the coordination segment and documents considered under the item

Economic and Social Council agreed conclusions

1995/1	Coordinated follow-up by the United Nations system and implementation of the results of the major international conferences organized by the United Nations in the economic, social and related fields
1997/1	Fostering an enabling environment for development: financial flows, including capital flows, investment and trade
2000/2	Assessment of the progress made within the United Nations system, through the conference reviews, in the promotion of an integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits in the economic, social and related fields
2001/1	Role of the United Nations in promoting development, particularly with respect to access to and transfer of knowledge and technology, especially information and communication technologies, inter alia, through partnerships with relevant stakeholders, including the private sector
2002/1	Strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration (all subprogrammes)

Ministerial communiqués of the high-level segment of the substantive session of the Economic and Social Council

1998	Market access: developments since the Uruguay Round, implications, opportunities and challenges, in particular for the developing countries and the least developed among them, in the context of globalization and liberalization
1999	The role of employment and work in poverty eradication: the empowerment and advancement of women
2000	Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy
2001	The role of the United Nations system in support of the efforts of African countries to achieve sustainable development

Subprogramme 2
Gender issues and advancement of women

General Assembly resolutions

34/180	Convention on the Elimination of All Forms of Discrimination against Women
54/4	Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women
54/134	International Day for the Elimination of Violence against Women
59/164	Improvement of the status of women in the United Nations system
59/165	Working towards the elimination of crimes against women and girls committed in the name of honour
59/166	Trafficking in women and girls
59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
60/136	In-depth study on all forms of violence against women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/210	Women in development
60/230	Convention on the Elimination of All Forms of Discrimination against Women

Economic and Social Council resolutions and decisions

76 (V)	Communications concerning the status of women
304 (XI)	Report of the Commission on the Status of Women (fourth session)
1992/19	Communications on the status of women
1996/6	Follow-up to the Fourth World Conference on Women
1998/26	Advancement of women: implementation of the Platform for Action of the Fourth World Conference on Women and the role of operational activities in promoting, in particular, capacity-building and resource mobilization for enhancing the participation of women in development
1999/257	Enabling the Commission on the Status of Women to continue to carry out its mandate
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2005/43	Situation of and assistance to Palestinian women
2005/232	Declaration of the Commission on the Status of Women on the occasion of the tenth anniversary of the Fourth World Conference on Women

Economic and Social Council agreed conclusions

1997/2	Mainstreaming the gender perspective into all policies and programmes in the United Nations system

Security Council resolutions

1325 (2000)	Women, peace and security

Subprogramme 3
Social policy and development

General Assembly resolutions

47/90	The role of cooperatives in the light of new economic and social trends
47/196	Observance of an international day for the eradication of poverty
50/81	World Programme of Action for Youth to the Year 2000 and Beyond
50/107	Observance of the International Year for the Eradication of Poverty and proclamation of the first United Nations Decade for the Eradication of Poverty

50/144	Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities and of the Long-term Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond
50/161	Implementation of the outcome of the World Summit for Social Development
S-24/2	Further initiatives for social development
57/165	Promoting youth employment
57/167	Follow-up to the Second World Assembly on Ageing
58/134	Follow-up to the Second World Assembly on Ageing
59/174	Second International Decade of the World's Indigenous People
59/246	Role of microcredit and microfinance in the eradication of poverty
60/2	Policies and programmes involving youth
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/132	Cooperatives in social development
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/135	Follow-up to the Second World Assembly on Ageing
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/232	Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities

Economic and Social Council resolutions

1996/7	Follow-up to the World Summit for Social Development and the future role of the Commission for Social Development
2000/22	Establishment of a Permanent Forum on Indigenous Issues
2001/7	Proposals for a multi-year programme of work of the Commission for Social Development for 2002-2006
2001/42	Global campaign for poverty eradication

2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2005/11	Future organization and methods of work of the Commission for Social Development

Economic and Social Council agreed conclusions

1996/1	Coordination of the United Nations system activities for poverty eradication

Subprogramme 4
Sustainable development

General Assembly resolutions

S-19/2	Programme for the Further Implementation of Agenda 21
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/217	International Decade for Action, "Water for Life", 2005-2015
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme

Economic and Social Council resolutions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development

Subprogramme 5
Statistics

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields (paragraphs 31 and 50)

Economic and Social Council resolutions and decisions

1564 (L)	Principles and recommendations for a vital statistics system
1566 (L)	Coordination of work in the field of statistics
1989/3	International economic classifications
1993/5	1993 System of National Accounts
1995/61	The need to harmonize and improve United Nations information systems for optimal utilization and accessibility by all States
2000/27	Basic indicators for the integrated and coordinated implementation of and follow-up to major United Nations conferences and summits at all levels
2003/294	Recommendations made by the Eighth United Nations Conference on the Standardization of Geographical Names
2004/304	Recommendations made by the Sixteenth United Nations Regional Cartographic Conference for Asia and the Pacific
2005/13	2010 World Population and Housing Census Programme
2005/231	Recommendations contained in the excerpt from the report of the Eighth United Nations Regional Cartographic Conference for the Americas

Subprogramme 6
Population

General Assembly resolutions

49/128	Report of the International Conference on Population and Development
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
57/299	Follow-up to the outcome of the twenty-sixth special session: implementation of the Declaration of Commitment on HIV/AIDS
60/227	International migration and development

Economic and Social Council resolutions

1994/2	Work programme in the field of population
1995/55	Implementation of the Programme of Action of the International Conference on Population and Development

1997/2	International migration and development
1997/42	Follow-up to the International Conference on Population and Development
1999/10	Population growth, structure and distribution

Commission on Population and Development resolutions

1997/2	Reporting requirements to the Commission on Population and Development
1997/3	Work programme in the field of population
1998/1	Health and mortality
2000/1	Population, gender and development
2001/1	Population, environment and development
2003/1	Population, education and development
2004/1	Work programme in the field of population
2004/2	Follow-up to the Programme of Action of the International Conference on Population and Development
2005/1	Population, development and HIV/AIDS, with particular emphasis on poverty
2005/2	Contribution of the implementation of the Programme of Action of the International Conference on Population and Development, in all its aspects, to the achievement of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration

Subprogramme 7
Development policy and analysis

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
60/185	Unilateral economic measures as a means of political and economic coercion against developing countries

Economic and Social Council resolutions

1990/52	Role of the United Nations in the early identification, analysis and forecasting of world economic developments

Subprogramme 8
Public administration and development management

General Assembly resolutions

50/225	Public administration and development
52/87	International cooperation against corruption and bribery in international commercial transactions

55/61	An effective international legal instrument against corruption
58/13	Support by the United Nations system of the efforts of Governments to promote and consolidate new or restored democracies
60/34	Public administration and development
60/211	Human resources development

Economic and Social Council resolutions and decisions

2000/231	Recommendations made by the Group of Experts on the United Nations Programme in Public Administration and Finance at its fifteenth meeting
2001/45	Restructuring and revitalization of the Group of Experts on the United Nations Programme in Public Administration and Finance
2005/3	Public administration and development
2005/55	Report of the Committee of Experts on Public Administration on its fourth session and dates, venue and provisional agenda for the fifth session of the Committee

Subprogramme 9
Sustainable forest management

General Assembly resolutions

57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields

Economic and Social Council resolutions

2000/35	Report on the fourth session of the Intergovernmental Forum on Forests
2005/29	Report of the United Nations Forum on Forests on its fifth session and provisional agenda for its sixth session

Subprogramme 10
Financing for development

General Assembly resolutions

56/210 B	International Conference on Financing for Development
57/273	Ensuring effective secretariat support for sustained follow-up to the outcome of the International Conference on Financing for Development
60/186	International financial system and development
60/187	External debt crisis and development
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2004/69	Committee of Experts on International Cooperation in Tax Matters

Programme 8

Least developed countries, landlocked developing countries and small island developing States

Overall orientation

8.1 The legislative authority for the programme derives from General Assembly resolution 55/279, by which the Assembly endorsed the Programme of Action for the Least Developed Countries for the Decade 2001-2010 adopted at the Third United Nations Conference on the Least Developed Countries in Brussels in May 2001, and 56/227, whereby the Assembly decided to establish the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States in accordance with the recommendations of the Secretary-General contained in his report of 23 November 2001 (A/56/645 and Add.1 and Add.1/Corr.1 and 2).

8.2 The mandate of the programme covers four main elements:

(a) Mobilization and coordination of international support for the effective implementation of: (i) the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010; (ii) the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries; and (iii) the Barbados Programme of Action for the Sustainable Development of Small Island Developing States;

(b) Enhanced monitoring and follow-up to the three Programmes of Action;

(c) Advocacy and promotion of global awareness with respect to the three groups of countries (least developed countries, landlocked developing countries and small island developing States);

(d) Reporting at the global level on the implementation of the Brussels and Almaty Programmes of Action as effective tools for reaching the international development goals for the concerned countries.

8.3 In this context, the programme will also contribute to the implementation of the relevant and related internationally agreed development goals concerning the three groups of countries, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992. It will mobilize international support in favour of its constituencies in the areas of capacity-building and increased technical and financial resources in promoting sustained growth and sustainable development. Gender is an important dimension in the implementation of the three Programmes of Action.

8.4 The overall programme of work of the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States is designed around three interdependent and complementary subprogrammes, namely, subprogramme 1, Least developed countries, subprogramme 2, Landlocked developing countries, and subprogramme 3, Small island developing States.

8.5 With a view to addressing the objectives in each of the three main areas of endeavour, the Office of the High Representative will use a combination of the following approaches and strategies:

(a) Advocating that the concerns of the least developed countries, landlocked developing countries and small island developing States be placed high on the global agenda in respect of the Brussels and Almaty Programmes of Action as well as the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States;

(b) Mobilizing international support and resources in favour of the three groups of countries;

(c) Providing monitoring and follow-up to foster supportive policies in the three groups of countries and their development partners;

(d) Working with the United Nations system and other international organizations, including the regional organizations, the donor community and civil society, to ensure proper mainstreaming of priorities identified in each of the three Programmes of Action;

(e) Monitoring of all seven specific commitments of the Brussels Programme of Action: (i) fostering a people-centred policy framework; (ii) good governance at the national and international levels; (iii) building human and institutional capacities; (iv) building capacities to make globalization work for the least developed countries; (v) enhancing the role of trade in development; (vi) reducing vulnerability and protecting the environment; and (vii) mobilizing financial resources;

(f) Supporting the effective participation of the least developed countries in intergovernmental processes;

(g) Building partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(h) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries;

(i) Promoting South-South cooperation in various areas for the benefit of the countries of the three groups;

(j) Reaching out to all stakeholders, including partnerships with civil society and the private sector.

Subprogramme 1
Least developed countries

Objective of the Organization: To improve the quality of lives of people in the least developed countries by strengthening their ability to build a better future for themselves and to develop their countries.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued commitments to the goals and targets of the Brussels Programme of Action	(a) (i) Number of declarations, resolutions and decisions at the global and regional levels in favour of the least developed countries (ii) Effective participation of the least developed countries in decision-making in various intergovernmental bodies
(b) Increased international resources in support of the objectives, goals and targets of the Brussels Programme of Action	(b) Increased flow of external resources, debt relief and trade preferences to the least developed countries
(c) Enhanced coordination with United Nations entities and other international and multilateral organizations to ensure integrated follow-up and implementation of the Brussels Programme of Action at the national, regional and global levels	(c) (i) Increased number of United Nations entities and other international and multilateral organizations that mainstream and report on the Brussels Programme of Action to their respective governing bodies (ii) Increased number of national mechanisms for the follow-up and implementation of the Brussels Programme of Action (iii) Increased number of national reports on the implementation of the Brussels Programme with the support of the United Nations resident coordinators system (iv) Increased number of joint activities, including task forces, workshops, seminars, panels, briefings and publications

Strategy

8.6 In order to achieve the foregoing objective, the strategy of the Least Developed Countries Unit will focus on:

(a) Raising awareness about the special needs of the least developed countries and advocating in favour of this group of countries;

(b) Mobilizing international support and resources in support of the objectives, goals and targets of the Brussels Programme of Action;

(c) Promoting mainstreaming of the Brussels Programme of Action by the least developed countries and their development partners in their development policies, strategies and programmes;

(d) Strengthening United Nations system coordination and building partnerships in support of the objectives, goals and targets of the Brussels Programme of Action;

(e) Building capacity of the least developed countries for the effective follow-up to, and implementation of, the Brussels Programme of Action at the country level and participation in the annual review of the Economic and Social Council;

(f) Undertaking outreach activities to all relevant stakeholders of the process.

Subprogramme 2
Landlocked developing countries

Objective of the Organization: To ensure effective implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Timely and enhanced implementation of the Almaty Programme of Action to establish efficient transit transport systems and reduce trade transaction costs	(a) Increased number of specific actions, such as standardization and simplification procedures for border crossing, taken by United Nations organizations as well as transit developing countries and donor countries
(b) Increased international resources in support of addressing the special needs of landlocked developing countries	(b) Increased flow of official development assistance, private investment and debt relief

Strategy

8.7 In order to achieve the foregoing objective, the strategy of the Landlocked Developing Countries Unit will focus on:

(a) Supporting the building of partnerships towards the implementation of the Almaty Programme of Action by establishing coordinating mechanisms for its implementation at the national, subregional and global levels;

(b) Improving linkages between other parts of the United Nations system and focal points in individual organizations and the relevant subregional, regional and other international organizations and enhancing the cooperation and coordination of the United Nations system with them, particularly those engaged in operational activities on the ground in landlocked and transit developing countries;

(c) Monitoring and coordinating implementation of specific actions and initiatives aimed at establishing efficient transit transport systems in landlocked and transit developing countries;

(d) Advocating and mobilizing support, including financial and technical resources, for the implementation of the Almaty Programme of Action.

Subprogramme 3
Small island developing States

Objective of the Organization: To effectively advocate and mobilize international support for the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Increased international support for the implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States	(a) Increased number of United Nations and other international organizations and donors according special focus to small island developing States issues
(b) Enhanced inter-agency collaboration and partnerships in support of the small island developing States	(b) Increased number of joint programmes and activities, including seminars, panels, briefings and publications

Strategy

8.8 In order to achieve the foregoing objective, the strategy of the Small Island Developing States Unit will focus on:

(a) Promoting awareness about the issues, priorities and special needs of small island developing States through consistent advocacy at the global and regional levels;

(b) Mobilizing international support at the global level by identifying sources of financing and garnering donor support for the implementation of the Mauritius Strategy.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration

Subprogramme 1
Least developed countries

General Assembly resolutions

55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/227	Third United Nations Conference on the Least Developed Countries

57/276	Third United Nations Conference on the Least Developed Countries
58/228	Third United Nations Conference on the Least Developed Countries
59/244	Third United Nations Conference on the Least Developed Countries
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council resolutions

2002/33	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2003/17	Programme of Action for the Least Developed Countries for the Decade 2001-2010
2004/65	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/44	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council decisions

2001/320	Programme of Action for the Least Developed Countries for the Decade 2001-2010

Subprogramme 2
Landlocked developing countries

General Assembly resolutions

56/180	Specific actions related to the particular needs and problems of landlocked developing countries
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/245	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

60/208	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Subprogramme 3
Small island developing States

General Assembly resolutions

56/198	Further implementation of the outcome of the Global Conference on the Sustainable Development of Small Island Developing States
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/213 A and B	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States

Programme 9

United Nations support for the New Partnership for Africa's Development

Overall orientation

9.1 The programme was established following the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) in 2002. As a result of that review, the General Assembly adopted its resolution 57/7, which brought to a close UN-NADAF and endorsed the New Partnership for Africa's Development (NEPAD)[3] as the framework for international community support to African development. In its resolution 57/7, the Assembly also outlined the substantive areas and modalities for providing such support, inter alia, by underscoring the need for a structure in the Secretariat in New York to review and report on support provided by the United Nations system and the international community for NEPAD and on the coordinated implementation of outcomes of summit meetings and conferences as they related to Africa as well as to coordinate global advocacy in support of the New Partnership. In addition, the Assembly welcomed the actions being taken at the regional level by the Economic Commission for Africa (ECA) to organize the activities of the United Nations system around thematic clusters covering the priority areas of NEPAD and, in this regard, urged the strengthening of this process as a means of enhancing the effective response of the United Nations system in support of the New Partnership. Finally, it called upon the United Nations system to intensify its advocacy role and public information activities in support of Africa's development. Subsequent to resolution 57/7, in its resolution 57/300, the Assembly endorsed the creation of the Office of the Special Adviser on Africa and entrusted to the Special Adviser the role of coordinating reports and advocacy in support of NEPAD. The role of the Office in supporting NEPAD has been reaffirmed by the Assembly in a series of subsequent resolutions.

9.2 At the 2005 World Summit, world leaders reaffirmed their commitment to address the special needs of Africa, the only continent not on track to meet any of the goals of the Millennium Declaration by 2015. There is a commitment in NEPAD to achieve the Millennium Development Goals, which represents an important linkage with the Millennium Declaration. NEPAD substantially reflects the priorities on meeting the special needs of Africa as set out in the Millennium Declaration, namely: supporting the political and institutional structures of emerging democracies in Africa; building peacekeeping capacity further, in cooperation with regional organizations; taking special measures to address the challenges of poverty reduction and sustainable development by debt cancellation, increasing official development assistance, enhancing private capital flows and building capacities for trade; and helping Africa build its capacity to tackle the spread of HIV/AIDS and other infectious diseases. Consequently, through its support to NEPAD, this programme will also contribute substantively to the implementation of the Millennium Development Goals in Africa.

9.3 A major barrier to Africa's development has been the persistence of conflicts in some of the countries of the region. The need to develop a comprehensive response to promoting peace and security and development has long been recognized and was articulated in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa (A/52/871). Since 1998, a number of United Nations initiatives in Africa have been in line with the recommendations of the report, although a great deal still needs to be done. In recognition of this, by its resolution 60/223, the General Assembly called upon the Secretary-General to continue to monitor progress in implementation of the recommendations.

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[3] NEPAD was formally adopted by the Heads of State and Government of the Organization of African Unity at its thirty-seventh ordinary session, held in Lusaka in July 2001.

9.4 In accordance with the mandate provided in the General Assembly resolutions, the programme aims to: (a) mobilize the support and galvanize the efforts of the international community for African peace and development; (b) ensure that the development of Africa remains one of the main priorities of the international community; (c) promote a supportive international framework for African development efforts; (d) encourage a coordinated and effective response by the United Nations system at the policy and operational levels in support of African development; and (e) strengthen and enhance South-South cooperation in support of Africa's advancement.

9.5 Regional and international efforts have focused on the implementation of NEPAD and on assisting Africa's efforts in developing a robust architecture for peace and security. The programme will support those efforts through a mix of analytical work, advocacy and outreach, and improvement in the coordination of the work of the United Nations system in support of African development.

9.6 The Office of the Special Adviser for Africa provides overall coordination and leadership of the programme, which will be under the joint responsibility of the Office of the Special Adviser for Africa, ECA and the Department of Public Information.

Subprogramme 1
Coordination of global advocacy of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals in Africa.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased international community support to African development, in general, and to NEPAD, in particular	(a) (i) The number of recommendations in the reports of the Secretary-General incorporated into General Assembly resolutions on African development (ii) An increase in the number of United Nations system activities in support of African development (iii) An increase in the number of forums addressing South-South cooperation in support of Africa

(b) Improved United Nations coordination in providing support to African development with the attainment of the Millennium Development Goals	**(b) An increase in the number of joint initiatives undertaken by the United Nations system in support of African development**
(c) Increased international awareness of African development issues	**(c) An increase in the number of visits to the website of the Office of the Special Adviser on Africa**

Strategy

9.7 The subprogramme will ensure that African development issues are effectively addressed in the intergovernmental debates and adequately incorporated into the resolutions emerging from those bodies. It will seek to raise international awareness of African development issues through advocacy and catalytic activities, participation at key forums, encouragement of United Nations system coordination, promotion of South-South cooperation and engagement with civil society and the private sector.

9.8 In view of the interlinkages between peace and sustainable development in Africa, the subprogramme will continue to analyse and draw attention to the root causes of conflict in African countries, monitor early warning signals and make recommendations on steps which need to be taken to tackle violent conflicts in African countries.

9.9 The Office of the Special Adviser on Africa will continue to work closely with Member States, the African Union, the NEPAD secretariat, the entire United Nations system (including the Bretton Woods institutions), the Global Coalition for Africa and the Africa Partnership Forum in the performance of its functions. It will encourage the building of an international infrastructure consortium, with NEPAD as the main framework, to facilitate public and private infrastructure investment in Africa and will encourage and support the initiatives of the African Union and subregional organizations to prevent, mediate and resolve conflicts, with the assistance of the United Nations.

9.10 The Office of Special Adviser on Africa will also continue to establish and maintain contacts with civil society organizations and the private sector, promote South-South cooperation through, inter alia, the Tokyo International Conference on African Development process and provide support to various South-South forums. As a co-organizer of the Tokyo process and through its interactions with Member States from the South, the Office will continue to encourage forums that will result in practical measures to promote South-South cooperation to enable African countries to benefit from the sharing of experiences from other developing countries. Furthermore, the Office will closely monitor the follow-up on international commitments made to Africa in the context of the 2005 World Summit Outcome and other forums held in 2005. The Office of the Special Adviser on Africa will make available on its website summary updates of monitoring done by expert bodies of progress in implementing commitments made to Africa in this context.

Subprogramme 2

Regional coordination of and support for the New Partnership for Africa's Development

Objective of the Organization: To strengthen the United Nations system-wide support for the implementation of the New Partnership for Africa's Development at the regional and subregional levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced coherence, coordination and cooperation among United Nations agencies in support of the implementation of NEPAD at the regional and subregional levels	(a) (i) The number of joint activities and programmes undertaken at the regional and subregional levels (ii) The number of overlapping programmes that are merged
(b) Improved cooperation and coordination between United Nations agencies and the African continental organizations (African Union, African Development Bank and the regional economic communities) for the effective implementation of NEPAD at the regional and subregional levels	(b) (i) An increase in the number of memorandums of understanding signed collectively or bilaterally between United Nations agencies and the African Union, the African Development Bank and the regional economic communities, aiming at strengthening joint programming and/or joint implementation of activities or programmes in support of NEPAD at the subregional and regional levels (ii) An increase in the number of programmes and projects implemented under those memorandums of understanding

Strategy

9.11 Substantive responsibility for this subprogramme is vested in ECA. In implementing the subprogramme, ECA will work closely with other United Nations bodies at the global and regional levels, particularly with the Office of the Special Adviser on Africa and the Department of Public Information, within the context of United Nations support for NEPAD.

9.12 The strategic focus of this subprogramme will be on strengthening inter-agency collaboration in the implementation of technical cooperation activities in support of the priorities identified in the action plans developed by the various thematic clusters. It will also focus on improving collaboration and coordination with the African Union, the African Development Bank, the NEPAD secretariat, the regional economic communities and regional organizations with a view to ensuring the effective implementation of NEPAD and the attainment of the Millennium Development Goals. The strategy would promote the guiding principles of NEPAD, build consensus on key priority areas of NEPAD, foster partnerships and networks in support of NEPAD and monitor, assess and report on progress in the implementation of United Nations system-wide support of NEPAD.

Subprogramme 3
Public information and awareness activities in support of the New Partnership for Africa's Development

Objective of the Organization: To raise international awareness of the critical economic and social situation in Africa, as well as of the efforts made by Africa and the international community to promote the economic recovery and sustainable development of the region in pursuit of the goals of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality and timely issuance of *Africa Renewal* and *Afrique renouveau*	(a) (i) The percentage of the target audience expressing satisfaction with the quality of the magazine (ii) A reduction in the number of days beyond 3 months for each issuance of *Africa Renewal* and *Afrique renouveau*
(b) Enhanced awareness of key thematic issues covered by the information materials produced by the subprogramme, both in print and on the website	(b) The percentage of the target audience indicating awareness of key thematic issues
(c) Enhanced awareness of the target audience of the aims of NEPAD	(c) The percentage of the target audience indicating awareness of the aims of NEPAD

Strategy

9.13 Substantive responsibility for the subprogramme lies with the Department of Public Information. The overall strategy relies on developing global communications plans on priority issues affecting Africa and on ensuring that those plans are implemented in coordination with the rest of the Department, the United Nations Communications Group and the United Nations system as a whole. Activities will include the quarterly publication of *Africa Renewal* magazine, together with a range of additional outputs, including web-only news and analysis, background notes, press releases and briefing papers for use by the non-United Nations international and African media. Dissemination to a diverse public and to target groups, such as parliamentarians, policymakers in both government and non-governmental organizations, trade unions, civil society and academic institutions will be achieved through direct contact with individuals and groups and through systematic outreach to the media in Africa and to the international mass media so as to ensure that key players are informed of major national and international initiatives and events that affect sustainable development in Africa.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
55/210	Implementation of the First United Nations Decade for the Eradication of Poverty (1997-2006), including the initiative to establish a world solidarity fund for poverty eradication
55/214	Third United Nations Conference on the Least Developed Countries
55/217	Causes of conflict and the promotion of durable peace and sustainable development in Africa
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/95	Follow-up to the outcome of the Millennium Summit
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/7	Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/300	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome
60/222	New Partnership for Africa's Development: progress in implementation and international support
60/223	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

Security Council resolutions

1170 (1998)	Conflict prevention and the promotion of durable peace and security and sustainable development in Africa
1197 (1998)	Support for regional and subregional initiatives on Africa and strengthening of coordination between the United Nations and regional and subregional organizations in the area of conflict prevention and maintenance of peace

Economic and Social Council resolutions

1998/44	Integrated and coordinated implementation and follow-up of major United Nations conferences and summits

Ministerial declaration adopted by the Council at its high-level segment of 2001

Programme 10

Trade and development

Overall orientation

10.1 The main objective of the programme, implemented by the United Nations Conference on Trade and Development (UNCTAD) and the International Trade Centre UNCTAD/WTO (ITC), is to maximize the trade and development opportunities of developing countries and to assist them in their integration into the world economy in a manner that enhances the development opportunities offered by the globalization process, while helping to shape international economic relations in the twenty-first century.

10.2 The programme is guided by the sessions of UNCTAD, the Trade and Development Board and its subsidiary bodies, and the Commission on Science and Technology for Development. The decisions adopted at the eleventh session of the Conference, held in São Paulo in June 2004, formed the basis for building upon the work of the Conference. For the period 2008-2009, the programme will further integrate the outcomes of the twelfth session of UNCTAD, scheduled to take place in early 2008. The Conference is responsible for subprogrammes 1 to 5 within this programme, while subprogramme 6 is under the responsibility of the International Trade Centre.

10.3 The work of UNCTAD in its three pillars, namely, research and analysis, consensus-building and technical cooperation, will be strengthened. The independent analytical capacity of UNCTAD will be enhanced to ensure the high quality of research and analysis necessary to address key issues of importance to developing countries. The results of such analysis will support and reinforce its activities in consensus-building and technical cooperation.

10.4 Among the main objectives of the programme emanating from the outcomes of the eleventh session of UNCTAD, the examination of development strategies in a globalizing world economy is the principal task of subprogramme 1. Subprogrammes 2 and 4 will aim to contribute to building productive capacities and international competitiveness, while subprogramme 3 and the trade facilitation component of subprogramme 4 will aim to contribute to ensuring development gains from the international trading system and trade negotiations. Development strategies of countries in special situations will be covered under subprogramme 5, while sectoral concerns of those countries will also be addressed by other subprogrammes. The analytical work on the least developed countries will be more effectively mainstreamed. Integration of cross-cutting issues, such as South-South cooperation, poverty alleviation and the gender dimension, will receive the necessary consideration within the context of pursuing the foregoing objectives.

10.5 UNCTAD will make substantial contributions to the implementation of the outcomes of recent global conferences. Notably, it will contribute to the attainment of the international development goals contained in the Millennium Declaration and in the 2005 World Summit Outcome, in particular those related to global partnership for development, financing for development, domestic resource mobilization, investment, debt, trade, commodities, systemic issues and global economic decision-making, South-South cooperation, sustainable development, science and technology for development, countries with special needs and meeting the special needs of Africa.

10.6 UNCTAD will also contribute to the implementation of and take specific actions requested in the Brussels Programme of Action for the Least Developed Countries, the Monterrey Consensus of the International Conference on Financing for Development, the outcomes of the Johannesburg World Summit on Sustainable Development, the outcomes of the World Summit on the Information Society, the Almaty Programme of Action for landlocked developing countries and the Mauritius Strategy for the sustainable development of small island developing States. In addition, it will contribute to furthering the implementation of the goals contained in the Doha Ministerial Declaration of the Fourth Ministerial Conference of the World Trade Organization and other relevant decisions in this respect.

10.7 In an effort to respond better to changing global demand and the required reform of the United Nations, UNCTAD will explore ways and means of contributing effectively to the work of the Peacebuilding Commission, with a view to integrating relevant countries, particularly post-conflict ones, in the global economy. UNCTAD will attempt first of all to take an organic approach that would enable it to address immediately and coherently issues of importance for developing countries facing the global challenges of today. The subprogramme for the development of Africa, least developed countries and countries in special situations intends to strengthen the subprogramme by maximizing the synergies of research and policy analysis and by taking a coherent approach to the issues of concern to those countries. The issue of science and technology, a sine qua non for development today, is addressed in an integrated manner across subprogrammes through a special organizational arrangement. That approach will be further applied to other areas in response to the evolving demands of developing countries facing the challenges of the modern economy. UNCTAD will also try to maximize its contribution by strengthening its role within the international development assistance community. It will focus on enhancing its intellectual contribution, which could be discharged through cooperative effort with other international organizations with greater country presence, or with such external entities as regional institutions, non-governmental organizations and the private sector. Furthermore, UNCTAD will cooperate more closely with other national and international think-tank-like institutions. Finally, it will strive to provide technical assistance in a more organized and streamlined fashion so as to better respond to the changing needs of beneficiaries with a view to enhancing its research and analysis, while maintaining its intellectual integrity and independence.

10.8 ITC will complement the work of its parent bodies, UNCTAD and the World Trade Organization, by focusing its technical cooperation activities on supporting the efforts of developing countries and countries with economies in transition, most particularly their business sectors, to maximize their trade and development opportunities and on assisting them in their integration into the world economy in a manner that enhances the development opportunities offered by the globalization process, while helping to shape international economic relations in the twenty-first century. Capacity-building support will be provided through information dissemination, training and advisory services that address both supply-side as well as market development constraints. Principal clients of such technical assistance are public and private sector trade support institutions and their networks that extend specialized trade support services to export enterprises. Africa and the least developed countries remain a priority for the Centre's technical assistance.

Subprogramme 1
Globalization, interdependence and development

Objective of the Organization: To promote economic policies and strategies at the national, regional and international levels that are supportive of sustained growth and hunger and poverty eradication in developing countries, based on faster capital accumulation and increased gains from globalization, against the background of increasing interdependence between the international trading and financial systems and national development strategies and the need for their coherence.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Better understanding of policy choices at the national and international levels and their implications for faster and more stable growth and hunger and poverty eradication in developing countries as a result of policy advocacy	(a) Increased number of endorsements of policy recommendations and acknowledgement of research findings by Member States
(b) Progress towards debt sustainability in developing countries through better debt and financial management and, as appropriate, debt rescheduling or debt relief	(b) (i) Increased number of institutions using the Debt Management and Financial Analysis System (ii) Increased number of countries having improved external debt positions
(c) Improved empirical and statistical foundations and informational base for decision-making at the national and international levels on trade, financial and economic policies and development strategies	(c) Increased number of requests from outside users for statistical publications and informational materials in both electronic and hard-copy format
(d) Improved policy and institutional environment and enhanced international cooperation in the development of the Palestinian economy by strengthening UNCTAD activities in this field through the provision of adequate resources	(d) Increased number of new policy and legislative measures and international cooperation initiatives taken

Strategy

10.9 This subprogramme is under the responsibility of the Division on Globalization and Development Strategies. In its work, the Division will focus on identifying specific needs and measures arising from the interdependence between trade, finance, investment, technology and macroeconomic policies from the point of view of its effect on development; contributing to a better understanding of coherence between international economic rules, practices and processes on the one hand and national policies and development strategies on the other; and supporting developing countries in their efforts to formulate development strategies adapted to the challenges of globalization. The objective will be pursued through policy advocacy based on: (a) timely and forward-looking research and analysis of macroeconomic and development policies as well as debt and finance, taking into account the outcomes of relevant major international conferences; (b) the formulation of policy recommendations for appropriate development strategies at the national, regional and international levels to meet the challenges of globalization; (c) furthering consensus-building on macroeconomic and development policies that are suited to the specific conditions of developing countries; and (d) capacity-building in support of such policies, including measures related to external financing and debt. The dissemination of the reports and documents issued under the subprogramme will be linked closely to the provision of advisory services, training and workshops at the national and international levels; technical cooperation, in particular in the area of debt management; statistical and informational services as tools for policymakers and in support of the UNCTAD work programme; and the provision of special assistance to the Palestinian people.

Subprogramme 2
Investment, enterprise and technology

Objective of the Organization: To assure developmental gains from increased international investment flows and technology transfer to developing countries and countries with economies in transition and from enhanced international competitiveness of domestic enterprises in those countries.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability at the national level to discuss international investment issues and their development dimension	(a) Increased number of policymakers who indicate that they are better able to discuss international investment-related issues
(b) Better understanding of policies that will attract and benefit from foreign direct investment and technology transfer and the development dimension of international agreements	(b) Increased number of policy recommendations taken into account by Member States
(c) Improved opportunities for enterprises in developing countries and countries with economies in transition to enhance their competitiveness through deepened linkages between domestic and foreign firms and better understanding of emerging issues in accounting and reporting standards, corporate responsibility, transparency and good corporate practices	(c) Increased percentage of countries indicating that policy advice and technical assistance provided by UNCTAD were useful in the design of policies aimed at enhancing the competitiveness of their enterprises

Strategy

10.10 This subprogramme is implemented under the responsibility of the Division on Investment, Technology and Enterprise Development. To achieve the objective of the subprogramme, the Division will aim to improve the understanding of issues and policy choices in international investment, enterprise development and technology transfer and will continue to strengthen its role as the major source of comprehensive information and analysis of international investment. It will focus on the development dimension of international investment and technology flows, the interface of global processes and national policymaking and the integration of investment, technology and enterprise-development policies. The Division will also aim to strengthen the capacity of developing countries, in particular the least developed countries, at their request, to formulate and implement integrated policies and to participate in discussions relating to international investment, to support efforts by developing countries to build productive capacities and to respond to technological and scientific changes through science and technology reviews and to promote the transfer of technology and innovation.

Subprogramme 3
International trade

Objective of the Organization: To assure developmental gains from international trade, th
trading system and trade negotiations in goods and services and to enhance the commodity
sector's contribution to the development process for the effective and beneficial integration
of developing countries and countries with economies in transition in the global economy.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Improved understanding and better ability of developing countries, including non-members of the World Trade Organization, to analyse, formulate and implement appropriate trade policies and strategies in international trade, the international trading system and trade negotiations and improved international trading environment, facilitating market access and entry conditions for developing countries' exports	(a) Increased number of developing countries, including non-members of th Trade Organization, actively participati the international trading system
(b) Strengthened analytical, statistical and information bases and tools for trade and trade-related decision-making in developing countries at the national, regional and international levels and for enhanced global understanding of interactions between trade, competitiveness and development	(b) (i) Increased number of users of Trade Analysis and Information A System either through the Internet World Integrated Trade Solution, a Agriculture Trade Policy Simulation (ii) Increased number of countries and factors covered by the Trade a Development Index
(c) Strengthened capacity of developing countries to integrate commodity production and trade into development and enhanced international partnerships on commodities and development	(c) Increased number of countries in w improvements have been achieved in integrating commodity production, proc and trade into development in line with UNCTAD research and analyses, and p deliberations and technical assistance
(d) Improved capability of developing countries to identify and address competition and consumer protection issues and to deal effectively with restrictive business practices in national and international markets	(d) Increased number of countries mak progress in competition or consumer-pr legislation, specifically through the preparation, adoption or revision of lega instruments or through measures aimed enforcing their implementation

(e) Strengthened capacity of developing countries to pursue both trade and trade policy objectives and sustainable development objectives in a mutually supportive fashion and increased attention to developing countries' sustainable development objectives in international discussions	(e) Increased number of results-oriented actions taken by developing countries and the international community to enable developing countries to take advantage of trade and investment opportunities while promoting their sustainable development objectives in international discussions or through specific policy measures for them at the national, regional and international levels

Strategy

10.11 This subprogramme is under the responsibility of the Division on International Trade in Goods and Services and Commodities. To achieve the objective of the subprogramme, the Division will focus on assisting developing countries and countries with economies in transition, at their request, to respond effectively to challenges and opportunities, thereby maximizing the gains from international trade, including South-South trade, in goods and services and from commodity sector development and trade. The evolution of the international trading system and trends in international trade from a development perspective will be monitored and analysed in order to help developing countries to develop the capacity to participate effectively in trade negotiations and in dynamic and new sectors of world trade, and to formulate relevant policies and strategies, with particular attention paid to the concerns of the least developed countries. The subprogramme will provide a forum for policy discussion and consensus-building on core and emerging issues of international trade, the international trading system and trade negotiations, commodities, trade in goods and services, and new and dynamic sectors of international trade so as to ensure enhanced and predictable market access for the exports of developing countries, support their efforts to build supply capacities, competitiveness and diversification and address adjustment challenges. Special emphasis will be placed on the elaboration or improvement of development benchmarks, including through the Trade and Development Index analytical framework, the identification and quantification of non-tariff barriers, the provision of support to South-South cooperation and trade preferences, including the Global System of Trade Preferences among Developing Countries, accession to the World Trade Organization, dispute settlement, trade-related intellectual property rights and development, competition policies, environmental requirements and biotrade.

Subprogramme 4
Services infrastructure for development, trade efficiency and human resources development

Objective of the Organization: To improve the competitiveness in international trade of developing countries and countries with economies in transition through efficient and secure trade-supporting services, increased and sustainable utilization of information technology and human resources development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved trade logistics of developing countries through, inter alia, strengthening of transport efficiency, trade facilitation and customs and legal frameworks	(a) Increased number of specific new actions taken by developing countries to improve transport efficiency and trade facilitation
(b) Improved awareness and understanding by developing countries of the policy and strategy options of the economic applications of information and communication technologies	(b) Increased number of specific new actions taken by developing countries to address the economic implications of information and communication technologies
(c) Strengthened capacities in developing countries in the fields of trade, investment and trade-supporting services through human resources development, networking and sustainable use of information technology	(c) (i) Increased number of specific new actions taken by developing countries to strengthen their capacities in the fields of trade, investment and trade-supporting services
	(ii) Number of Government officials trained who consider that "paragraph 166" courses (training courses on key issues on the international economic agenda) have significantly contributed to the understanding of key issues on the international economic agenda

Strategy

10.12 This subprogramme is under the responsibility of the Division for Services Infrastructure for Development and Trade Efficiency. To achieve the objective, the Division will aim to promote access to and capacity to use information and knowledge. UNCTAD assistance to landlocked countries and their transit neighbours will be strengthened, especially policy advice on transit transport agreements and infrastructure. In particular, the subprogramme will focus on trade-supporting services, including the strengthening of transport efficiency, trade facilitation and customs and legal frameworks; economic applications of information and communication technologies; and development of the capacity of trade and training institutions. It will pursue the objective by: (a) carrying out timely and forward-looking research and analysis; (b) formulating policy recommendations for appropriate development strategies at the national, regional and international levels; (c) fostering dialogue for consensus-building; (d) providing technical assistance upon request; (e) supporting the capacity of trade, transport and training institutions; and (f) strengthening, through increased in-house cooperation and further integration of the work of the train-for-trade programme, the virtual institute, the training courses on key issues on the international economic agenda and other new initiatives. The reports and documents prepared under the subprogramme will be widely disseminated in connection with the provision of advisory services, training and workshops at the national and international levels. Where appropriate, they will draw upon the knowledge gained through technical cooperation activities.

Subprogramme 5
Africa, least developed countries and special programmes

A. Development of Africa

Objective of the Organization: To promote African economic development and fuller participation and successful integration of African countries into the world economy.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased range of national and international policy choices to promote African development in the areas of expertise of UNCTAD	(a) Increased number of endorsements by African States of policy recommendations
(b) Increased utilization of services provided in support of NEPAD and various intergovernmental and inter-agency initiatives with regard to Africa	(b) Increased number of requests for inputs in support of NEPAD and other such initiatives

Strategy

10.13 This subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. The subprogramme will focus on analytical research to identify issues that have an impact on Africa's economic development and will play an advocacy role in promoting consensus in the international development community on the policy measures that best address Africa's development problems. It will contribute to a better understanding of coherence between international economic rules and national policies and development strategies. The research output will be linked closely to the provision of advisory services, training, workshops and lectures, with a view to strengthening capacity-building activities.

B. Least developed countries

Objective of the Organization: To promote the progressive and beneficial integration into the global economy of the least developed countries and facilitate their smooth graduation.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased analytical understanding and consensus in the global economy of the development problems of countries concerned	(a) Increased number of policy actions agre and recommended by least developed countri and their development partners
(b) Better integration of trade policies and priorities in the national development plans through the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries and the building of capacities for country ownership and implementation of the action matrices of the enhanced Integrated Framework	(b) Increased number of countries making efforts to mainstream their trade policies and priorities into their national development plan as well as concrete implementation of the action matrices of the enhanced Integrated Framework

Strategy

10.14 The subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. To achieve the objective, the Division will focus on improving human and institutional capabilities in the least developed countries by carrying out research and policy analysis, making policy proposals based on such analysis, facilitating intergovernmental discussion on issues relating to the least developed countries, including the status of least developed countries and their smooth graduation, and providing technical assistance based on the specific needs of the countries concerned. The causes of decline in the share of the least developed countries in world trade and the linkages between trade, growth and poverty reduction will continue to be examined through the *Least Developed Countries Report*. UNCTAD technical cooperation activities will be coordinated, taking into account the specific needs of the least developed countries and through participation in the Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries and the International Trade Centre UNCTAD/WTO Joint Integrated Technical Assistance Programme. The subprogramme will thereby contribute to implementing the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010.

C. Special programmes

Objective of the Organization: To respond to the special needs of small, vulnerable economies, small island developing States and landlocked and transit developing countries.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced international cooperation to implement the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, and to improve the effective participation of landlocked developing countries, as well as other groups of countries mentioned in paragraph 33 of the São Paulo Consensus, in the global trading system	(a) Increased number of initiatives by countries towards advancing the implementation of the Almaty Programme of Action and the more effective participation of landlocked developing countries in the global trading system, such as the formulation and amendment of transit traffic agreements
(b) Contribution to the follow-up to the International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, held in 2005	(b) Timely completion of inputs to this follow-up

Strategy

10.15 This subprogramme is under the responsibility of the Division for Africa, Least Developed Countries and Special Programmes. To achieve the objective, the Division will focus on improving human and institutional capabilities in the countries concerned through research and policy analysis and technical assistance based on the specific needs of the countries concerned. The subprogramme will thereby contribute to the implementation of the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, and the Barbados Programme of Action for the Sustainable Development of Small Island Developing States, including the outcome of its review at the international meeting held in Mauritius. The subprogramme, through mainstreaming, will enhance the work on structurally weak, vulnerable and small economies, as stated in paragraph 33 of the São Paulo Consensus.

Subprogramme 6
Operational aspects of trade promotion and export development

Objective of the Organization: To foster sustainable human development and contribute to achieving the Millennium Development Goals in the developing and transition economies thro trade and international business development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened integration of the business sector into the multilateral trading system and the global economy	(a) (i) Increased business sector integrat in the multilateral trading system, measured by the number of country networks supported and newly establis with International Trade Centre suppo enhance the integration of the busines sector into the multilateral trading syst
	(ii) Increased business sector integrat into the multilateral trading system, measured by the number of cases whe country negotiating positions have bee enriched by business sector participati with the support of the International T Centre
	(iii) Increased number of national trad development strategies and other activities creating an enabling environment for international trade wi impact on jobs, incomes and livelihoo
(b) Increased capacity of national trade support institutions to help enterprises become more internationally competitive	(b) (i) Increased number of trade suppor institutions in sustained partnership wi the International Trade Centre
	(ii) Increased number of trade suppor institutions applying and adapting International Trade Centre support too to the requirements of small and mediu scale enterprises
	(iii) Increased number of enterprises having received support from the International Trade Centre directly or through their institutional partners on trade development issues

(c) Improved product and service sector export performance	(c) (i) Increased number of sector-specific trade development strategies developed locally by country partners with International Trade Centre support (ii) Increased number of sector-specific trade development strategies with impact on jobs, incomes and livelihoods being monitored by country partners (iii) Improved relevance and increased effectiveness of International Trade Centre support having generated poverty alleviating export performance at the sector level (iv) Increased number of downloads from web-based International Trade Centre product and service portals

Strategy

10.16 The International Trade Centre bears substantive responsibility for the implementation of this subprogramme. Its strategic thrust is in line with the mandate accorded to it by the Economic and Social Council in its resolution 1819/LV, by which the Council recognizes the International Trade Centre as the focal point for technical assistance and cooperation activities in the export promotion field within the United Nations system of assistance to developing countries. The subprogramme will focus on the implementation of international development goals, including those contained in the Millennium Declaration, and to the follow-up of the 2005 World Summit Outcome. It will also contribute to the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, the Monterrey Consensus, the Johannesburg Declaration on Sustainable Development and the Declaration of Principles and the Plan of Action of the Tunis World Summit on the Information Society. The subprogramme will play an important role in furthering the implementation of the World Trade Organization Doha and Hong Kong Ministerial Declarations, particularly by involving the business community in trade negotiations and explaining to it the implications of the multilateral trading system for the business sector.

10.17 The strategic objective of the subprogramme is to assist developing countries and economies in transition to enhance their international competitiveness, increase exports and improve import operations with a corresponding impact on employment and poverty reduction. In pursuing its objective, the subprogramme will build on results achieved and lessons learned in the biennium 2006-2007. In its continued efforts to address the Millennium Development Goals, the subprogramme will continue to explore innovative approaches to link poor producers to global value chains and international markets to ensure the sustainability of poverty reduction initiatives. Focus will be placed on work with small and medium-scale enterprises in sectors with possibilities for strong backward linkages with the informal sector. Priority will be given to the development of innovative forms of cooperation and alliances with new partners to address sustainable trade development for the Millennium Development Goals, including the corporate sector, academia, non-governmental organizations and other development actors, through, in particular, enhanced partnerships in the areas of poverty reduction and gender equality. The subprogramme will continue to involve its country programme partners in monitoring progress against the Millennium Development Goals, targets and indicators, and measuring results and the contribution of the International Trade Centre to the goals.

10.18 To achieve its expected accomplishments, the International Trade Centre will pursue the following specific strategies: (a) to support priority-setting by trade strategists and managers of trade support institutions; (b) to provide market information and decision-support assistance to enterprise managers; (c) to assist in creating a more supportive environment to boost international trade activities by businesses, in particular small and medium-scale enterprises, through its work with network partners and trade support institutions; (d) to facilitate the development of effective information services of national and sectoral trade support institutions and their networks so that they can meet the information needs of their respective business communities; (e) to build capacities of regional and national institutions to offer management, exporting and e-trade training to small and medium-scale, enterprises and business start-ups, to assess small and medium-scale enterprises resource needs and broker solutions; (f) to provide responses to the most urgent export development needs at the product sector and market development levels by providing assistance to sector associations, trade support institutions and directly to small and medium-scale exporting enterprises; (g) to engage the business community and build capacity to deliver export promotion programmes and training within a wide range of trade support institutions for the benefit of small and medium-scale enterprises in the services sector, including their participation in the General Agreement on Trade in Services; (h) to enhance enterprise competitiveness through more effective and efficient supply-chain management, including the development and implementation of market-oriented sector diagnostics and strategies based on a value-chain approach.

10.19 Additional partnerships and key strategic alliances will continue to be sought to complement the Centre's fields of expertise and to allow for increased delivery in sectors and regions where demand has surpassed the Centre's ability to deliver. This will include new alliances with the private sector, an increased number and new models of partnerships with national and regional partners in developing countries and a greater degree of coherence and stronger collaboration with United Nations agencies involved in trade-related capacity-building, particularly with the Centre's parent organizations (UNCTAD and the World Trade Organization). The International Trade Centre will work closely with other agencies under the "enhanced integrated framework" and "aid for trade" initiatives and bring to bear its core expertise in export promotion. Partnerships with existing partners and trade-related capacity-building providers, such as the Commonwealth secretariat, the World Bank/Foreign Investment Advisory Service, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Industrial Development Organization, the International Organization for Standardization, the regional economic commissions and the World Intellectual Property Organization, will be strengthened. Direct collaboration with bilateral technical cooperation agencies, primarily from the Organization for Economic Cooperation and Development countries, in the design and implementation of field-level activities will be reinforced. This will be based on a more strategic approach to the Centre's relations with its donors and will include the programme-based approach, multi-year commitments, a greater share of unearmarked funding and the harmonization and streamlining of the Centre's reporting requirements. Partnership with the private sector will remain a priority for the Centre, as it has already been able to successfully foster new strategic alliances with a number of private sector entities that are either funding its programmes or are direct partners in its activities.

Legislative mandates

General Assembly resolutions

2297 (XXII)	International Trade Centre
55/2	United Nations Millennium Declaration
55/279	Programme of Action for the Least Developed Countries for the Decade 2001-2010
56/210	International Conference on Financing for Development
57/253	World Summit on Sustainable Development
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
59/185	The right to development
59/209	Smooth transition strategy for countries graduating from the list of least developed countries
59/220	World Summit on the Information Society
59/221	International trade and development
59/223	External debt crisis and development
59/224	Commodities
59/225	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/240	Role of the United Nations in promoting development in the context of globalization and interdependence
59/244	Third United Nations Conference on the Least Developed Countries
59/245	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
59/254	New Partnership for Africa's Development: progress in implementation and international support
60/1	2005 World Summit Outcome

60/157	The right to development
60/184	International trade and development
60/185	Unilateral economic measures as a means of political and economic coercion against developing countries
60/186	International financial system and development
60/187	External debt crisis and development
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/204	Role of the United Nations in promoting development in the context of globalization and interdependence
60/205	Science and technology for development
60/208	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/212	South-South cooperation
60/222	New Partnership for Africa's Development: progress in implementation and international support
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
60/252	World Summit on the Information Society

Economic and Social Council resolutions

1819 (LV)	United Nations export promotion programmes

Trade and Development Board resolutions

TD/386	Plan of Action
TD/387	Bangkok Declaration: Global Dialogue and Dynamic Engagement
TD/412	Part I: UNCTAD XI — The Spirit of São Paulo Part II: The São Paulo Consensus

WTO resolutions (subprogramme 6)

WT/MIN(01)/DEC/1	Ministerial Declaration
WT/MIN(05)/DEC	Doha Work Programme: Ministerial Declaration

Programme 11
Environment

Overall orientation

11.1 Within the United Nations system the principal responsibility for environment is vested with the United Nations Environment Programme (UNEP).

11.2 The mandate for programme 11 derives from General Assembly resolution 2997 (XXVII) of 15 December 1972, which established the Governing Council of UNEP, the Environment Secretariat and the Environment Fund. The Governing Council, in its decision 19/1 of 7 February 1997, redefined and clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of UNEP, which the Assembly subsequently endorsed in the annex to its resolution S/19-2 of 28 June 1997. The Assembly elaborated further on the mandate of UNEP in its resolution 53/242 of 28 July 1999. The Assembly, most recently in its resolution 60/189 of 22 December 2005, reaffirmed the role of UNEP as the principal body within the United Nations system in the field of environment, welcomed the Governing Council's adoption of the Bali Strategic Plan for Technology Support and Capacity-building and called for the intensification of ongoing efforts to implement it.

11.3 While additional mandates related to substantive focal areas covered in the programme come from the relevant resolutions of the General Assembly and the decisions of the Governing Council, the goals identified in the United Nations Millennium Declaration, the Johannesburg Plan of Implementation and the outcomes of the World Summit on Sustainable Development provide both a broader perspective and a clear road map for the implementation of the programme in the context of system-wide objectives and priorities. In its resolution 60/1, entitled "2005 World Summit Outcome", the Assembly acknowledged that poverty eradication, changing unsustainable patterns of production and consumption and protecting and managing the natural resource base of economic and social development are the overarching objectives of and essential requirements for sustainable development.

11.4 The overall objective of the programme is to promote the coherent implementation of the environmental dimension of sustainable development by keeping the environment under review and responding to environmental challenges. The programme will thus contribute to the achievement of the internationally agreed goal on environmental sustainability. In addition, the programme will promote the mainstreaming of the environment into development planning and processes, in support of national and international efforts towards achieving other internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of major United Nations conferences and international agreements since 1992, particularly the goal of the Millennium Declaration to eradicate extreme poverty and hunger, as achieving this goal depends, inter alia, on a sustainable natural resource base to support the livelihoods of the people.

11.5 The elements of the strategy in meeting the overall objective will include:

(a) Bringing critical environmental issues to the attention of decision makers at the national and international levels, as well as to that of all stakeholders and the general public, by undertaking and facilitating environmental assessments; developing and strengthening a network of partner institutions, building on existing networks and partnerships to contribute to environmental data generation, monitoring and assessment processes; and raising awareness and disseminating information and early warnings;

(b) Encouraging and facilitating policy dialogue and cooperation between countries and between regions, including South-South cooperation, to address environmental issues of global and regional importance by catalysing and providing substantive and organizational support for intergovernmental consultations and initiatives in the regions, such as the New Partnership for Africa's Development, and participating in the United Nations coordinating mechanisms at the regional level;

(c) Providing broad policy advice and guidance for the direction and coordination of environmental programmes within the United Nations system by working through the Environment Management Group, the United Nations Development Group and other coordination mechanisms;

(d) Enabling and facilitating the taking of appropriate action by national authorities, business and industry, and civil society to respond to environmental issues and sustainable development challenges by assisting in the integration of environmental considerations in their decision-making and policy planning, including poverty eradication strategies; assisting in the development and implementation of environmentally sound policies (e.g., on sustainable consumption and production), strategies, technologies and practices for natural resources management and for business, industry and trade operations; assisting in strengthening legal frameworks, building institutions, promoting strategic partnerships and brokering innovative financing options; and preparing them to respond to and mitigate environmental impacts of natural disasters and post-conflict situations;

(e) Supporting the implementation of multilateral environmental agreements and facilitating interlinkages and synergies between them, including through the provision of UNEP technical assistance, to enable countries to meet their obligations under the agreements, while respecting the autonomous legal status of the agreements and the decisions of their respective governing bodies.

11.6 In implementing the programme strategy, major emphasis will be placed on furthering the implementation of the Bali Strategic Plan at the national, subregional, and regional levels, along the lines initiated in the 2006-2007 biennium. Commensurate with the availability of resources, UNEP will adopt a systematic and incremental approach towards building up its capacity to support the implementation of the Plan, based on the priority needs identified at the national, subregional and regional levels, and in line with its comparative advantages. Special attention will be given to strengthening cross-sectoral issues, namely, integrated assessment and management capacities, environmental institutions, legislation, financing, human resources and technological capacities, in the implementation of the Plan.

11.7 In pursuing its objectives, UNEP will continue to integrate and mainstream the gender equality perspective in all subprogrammes, particularly in the work related to environmental policy and law development, communication and outreach, sustainable management of natural resources and sustainable consumption patterns. The capacity of UNEP in this respect will be strengthened.

11.8 To benefit from synergies and comparative advantages and to promote system-wide coherence, UNEP will work in close cooperation and coordination with other multilateral bodies and specialized agencies, especially with members of the United Nations Development Group. In this context, particular emphasis will be placed on further development and operationalization of the memorandum of understanding between UNEP and the United Nations Development Programme (UNDP) in order to fully utilize the expertise available in the UNDP country offices. UNEP intends to take a more active part in the common country assessment processes, United Nations Development Assistance Framework activities and the poverty eradication strategy processes.

11.9 The programme will be responding to the needs of Member States at the global, regional, subregional, national and local levels, in accordance with the relevant mandates, through a functional structure comprising headquarters-based divisions and a network of regional offices, corresponding to the seven subprogrammes constituting the programme. While the substantive responsibility for programme implementation rests with the divisions, regional offices will coordinate the coherent delivery of the programme at the national and regional levels and facilitate synergies with relevant programmes implemented by United Nations agencies, in particular those within the framework of the United Nations Development Group, the private sector, major groups and civil society at large.

11.10 As an implementing agency of the Global Environment Facility, UNEP will continue providing assistance to eligible countries in the development and implementation of projects in the six focal areas of the Facility, in accordance with the guidance from the governing bodies of the multilateral environmental agreements whose implementation of the Global Environment Facility serves as a funding mechanism. Special attention will also be given to needs of African countries, least developed countries and small island developing States. UNEP will continue to provide secretariat support to the Scientific and Technical Advisory Panel of the Global Environment Facility, and scientific and technical advice to the Facility on its policies and programmes. UNEP will focus on areas of comparative advantage and aim to process proposals as efficiently as possible.

Subprogramme 1
Environmental assessment and early warning

Objective of the Organization: To keep the state of the world environment under review in order to enable appropriate and timely consideration of environmental challenges by decision makers at the national and international levels, as well as to inform civil society.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Participatory, policy-relevant and scientifically credible environmental assessments	(a) (i) Increased number of Governments, United Nations system bodies, Global Environment Outlook collaborating centres and scientists contributing to environmental assessment processes led or supported by UNEP (ii) Increased number of references to UNEP-led or UNEP-supported environmental assessments in intergovernmental and scientific journals
(b) Greater participation of partner institutions in UNEP-supported networks and improved exchange of available environmental data and information for assessment processes, early warning systems and decision-making	(b) (i) Increased number of partner institutions participating in data and information networks supported by UNEP (ii) Increased number of downloads and use of data sets and information materials available through networks supported by UNEP (iii) Increased number of early warning issues communicated by UNEP on the Web
(c) Enhanced institutional and technological capacity in developing countries and countries with economies in transition for data collection, research, analysis, monitoring, environmental assessment, early warning, networking and partnerships	(c) Increased number of institutions from developing countries and countries with economies in transition partnering in UNEP-led or -supported environmental assessment processes, and data and information networks

Strategy

11.11 The Division of Early Warning and Assessment is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009 will be:

(a) To undertake and support timely, participatory and scientifically credible environmental assessments that are legitimate and relevant to decision-making processes, based on best available scientific expertise, knowledge, data and indicators;

(b) To help develop a coherent global system of networks and partnerships for environmental information and data exchange and early warnings, building on existing networks and partnerships, within and between the national and international levels, in support of environmental assessments and decision-making, in accordance with decisions of the Governing Council on strengthening the scientific base of UNEP, including the possibility of the proposed "Environment Watch";

(c) To support the strengthening of institutional capacity in developing countries as well as in countries with economies in transition for relevant and streamlined data collection, research, analysis, monitoring, environmental assessment, early warning, networking and partnership approaches, as called for, inter alia, in the Bali Strategic Plan for Technology Support and Capacity-building.

Subprogramme 2
Policy development and law

Objective of the Organization: To enhance the capacity of Member States and the international community to develop policy and legal frameworks, especially at the national level, to respond to environmental challenges.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of Member States to incorporate cross-sectoral environmental issues and relevant institutionally agreed goals into policies, strategies and planning processes aimed at sustainable development	(a) Increased number of initiatives by Member States to incorporate cross-sectoral environmental issues in national policies, strategies and development planning processes
(b) Enhanced capacity of relevant stakeholders to facilitate the incorporation of cross-sectoral environmental issues and relevant institutionally agreed goals into policies, strategies and planning processes aimed at sustainable development	(b) Increased number of initiatives by stakeholders to facilitate the incorporation of cross-sectoral environmental issues in national policies, strategies and development planning processes
(c) Wider access to formal and non-formal environmental education and training designed for various target groups to promote environmental sustainability	(c) Increased number of environmental education and training programmes designed by institutions of higher learning in collaboration with UNEP for various target groups
(d) Enhanced environmental legal frameworks aimed at sustainable development	(d) Increased number of initiatives under way to improve existing or develop new legal frameworks
(e) Strengthened capacity of Member States for enhancing implementation of, compliance with and enforcement of environmental law	(e) Increased number of initiatives reported by Member States on the status of enforcement of domestic environmental laws and compliance with international environmental treaties and agreements

(f) Strengthened capacity of relevant institutions and stakeholders to facilitate implementation of and compliance with environmental law	(f) Increased number of initiatives reported by relevant institutions and stakeholders on the status of compliance with international environmental treaties and agreements
(g) Improved engagement of major groups and other relevant stakeholders in environmental policy and law as well as in the work of UNEP	(g) (i) Increased number of major groups and relevant stakeholders collaborating with UNEP (iii) Increased number of major groups and relevant stakeholder organizations with balanced geographical coverage that participate in UNEP regional and global civil society forums

Strategy

11.12 The Division of Policy Development and Law is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, in collaboration with Governments and through inter-agency cooperation, will be:

(a) To promote the effective integration of environmental concerns into policies and laws at all levels to achieve the internationally agreed development goals;

(b) To support intergovernmental processes on international environmental governance in enhancing coherence and coordination among Member States, major groups and other relevant stakeholders;

(c) To provide opportunities for interaction through partnerships to further develop policies and laws and to mainstream cross-sectoral environmental issues such as education, gender equality, health, poverty and urban environment into the work of Member States at all levels;

(d) To strengthen the capacity of Member States and relevant institutions and stakeholders by contributing to the implementation of the Bali Strategic Plan for Technology Support and Capacity-building in the development of, analysis of, compliance with and enforcement of environmental laws and policies aimed at sustainable development.

Subprogramme 3
Policy implementation

Objective of the Organization: To enhance, at all levels, the implementation of environme policies and management practices for the sustainable management of natural resources and the mitigation of environmental degradation, particularly at the national level.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to relevant implementation tools (including dialogue forums) for integrated natural resources management and restoration of degraded ecosystems, including, inter alia, freshwater, coasts and oceans, by Governments and other stakeholders	(a) Increased number of implementatio for integrated natural resources manager and ecosystem restoration made availabl international, national and local stakehol
(b) Strengthened capacity of Governments and other stakeholders to mainstream best practices and a gender equality perspective in natural resources management into national development planning processes and for the restoration of degraded ecosystems	(b) (i) Increased number of national development planning processes incorporating best practices for nat resources management (ii) Increased number of national local initiatives leading towards ecosystem restoration at the local l
(c) Increased incorporation by partners of UNEP-tested tools and best practices for natural resources management and ecosystem restoration into their regular programmes and activities	(c) Increased number of development assistance frameworks (e.g., United Nat Development Assistance Framework) containing substantive and operational a on natural resources management and ecosystem restoration

Strategy

11.13 The Division of Environmental Policy Implementation is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, through enhanced coordination with other United Nations bodies, in particular UNDP, will be:

(a) To facilitate access for countries and other relevant partners to existing implementation tools and, where necessary, to develop tools, methodologies and guidelines for sustainable natural resources management and provide policy and expert forums to promote agreement and cooperation for their application among relevant stakeholders;

(b) To support relevant authorities and other stakeholders in developing best practices and integrating a gender equality perspective for sound environmental management of natural resources through training, expert advice and demonstration projects, within the framework of the Bali Strategic Plan for Technology Support and Capacity-building, to be mainstreamed into programme implementation at all levels;

(c) To integrate sound natural resources development and management into programmes and activities conducted by other partners at the global, regional and national levels towards mainstreaming environmental considerations into development planning, and for domestic and international resources allocation.

Subprogramme 4
Technology, industry and economics

Objective of the Organization: To promote and facilitate the implementation of appropriate environmentally sound technological, industrial and trade policies and strategies by Governments, the business community and industry partners.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Greater human and institutional capability to integrate environmental and social considerations in energy-related decisions, with a focus on reducing energy-related greenhouse gas emissions	(a) (i) Number of additional public and private sector institutions implementing energy policies and programmes aimed at reducing environmental impacts of the energy sector, with UNEP assistance
	(ii) Increased volume of financial support by financial institutions for cleaner energy investments as a result of UNEP efforts
(b) Increased understanding and implementation by public and private sector decision makers of sustainable consumption and production, including in sectors such as construction and tourism, and increased voluntary initiatives promoting corporate environmental responsibility, as well as prevention of and response to environmental emergencies	(b) (i) Increased number of national and local governments introducing sustainable consumption and production policies and practices, aimed at industry, including tourism and other stakeholders
	(ii) Increased number of companies introducing sustainable business and finance initiatives, policies and practices based on principles promoted by UNEP
	(iii) Increased number of countries with Governments/industry sectors introducing environmental risk management and emergency response and prevention programmes
(c) Enhanced capacity of countries and the international community towards achieving the 2020 goal of the Johannesburg Plan of Implementation to use and produce chemicals in ways that lead to the minimization of significant adverse effects on human health and the environment	(c) (i) Increased number of countries and stakeholders that show clear progress in implementing the Strategic Approach to International Chemicals Management, including participation in the Quick Start Programme
	(ii) Increased number of UNEP-supported national, subregional, regional and global projects and processes that

	build national capacities to manage chemicals and chemical waste in a mann that minimizes significant risks to huma health and the environment
	(iii) Increased number of active partnership arrangements among main stakeholders, such as Governments, intergovernmental organizations, chemical industry associations and environmental public interest groups promoting chemical safety
(d) Improved capacity of countries and institutions, including financial institutions, to integrate ecosystem issues into consideration of their economic and trade policies and practices to achieve sustainable development and poverty eradication	(d) (i) Increased number of governmental and non-governmental, regional and subregional institutions with enhanced capacity to integrate ecosystem issues int consideration of trade and development policies
	(ii) Increased number of financial institutions subscribing to the guidelines and principles that have been developed under the UNEP Financial Initiative

Strategy

11.14 The Division of Technology, Industry and Economics is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, bearing in mind the need to avoid duplication with similar undertakings by other international organizations, will be:

(a) To advance informed decision-making and leadership that promote sustainable and integrated management of natural resources, materials and chemicals and contribute to making economic, trade and environmental policies mutually supportive;

(b) To advance the sustainable management of chemicals, inter alia, by supporting the Strategic Approach to International Chemicals Management;

(c) To undertake and support the implementation of pilot and demonstration projects that can be replicated and taken up on a larger scale by, inter alia, development banks and agencies;

(d) To emphasize partnerships that combine the values, priorities and strengths of UNEP with those of Governments, international agencies, non-governmental organizations and business and industry partners;

(e) To promote synergies and enhance the delivery mechanism of the Bali Strategic Plan, especially through technological support for and building of capacity in Governments and business and industry communities, while giving due consideration to gender equality and the outcomes of the international environmental governance process.

Subprogramme 5
Regional cooperation and representation

Objective of the Organization: To ensure the coherent delivery of UNEP programmes in the regions and to catalyse and strengthen regional cooperation with all partners in response to challenges and priorities identified by national governments and regional and subregional bodies.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced process of policy deliberations and consensus-building in the regions facilitated and supported	(a) Increased amount of positive feedback from ministerial regional and subregional consultations/policy forums on the substantive and organizational support provided by UNEP
(b) Increased cooperation with Governments and intergovernmental, non-governmental and United Nations partners in the delivery of programmes and projects at the regional/subregional/national levels, addressing environmental priorities identified by the UNEP Governing Council and by the regional institutions	(b) Increased number of regional and subregional cooperative activities agreed with partners to deliver programmes at the regional, subregional and national levels
(c) Enhanced coherence in the delivery of UNEP programmes and projects at the regional, subregional and national levels in responding to needs and priorities expressed at the same levels	(c) Increased number of agreed/coordinated capacity-building and technology transfer programmes and projects under implementation in the regions and countries

Strategy

11.15 The Division of Regional Cooperation is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009, in collaboration with Governments, subregional and regional bodies, will be:

(a) To identify, assess and monitor relevant needs, priorities, trends, developments and policies at the national, subregional, and regional levels, bearing in mind a gender equality perspective, in order to incorporate them into UNEP policy and programme development, in order to improve consistency with the regional needs and priorities;

(b) To communicate, advocate and secure support for UNEP policies and programmes in the regions;

(c) To act as a catalyst for national, subregional and regional cooperation by:

(i) Facilitating and supporting regional, subregional, and national policy dialogue and partnerships on environment and development;

(ii) Contributing to national, subregional and regional policy and programme development;

(iii) Working with relevant United Nations agencies, in particular those within the United Nations Development Group, in order to benefit from synergies and comparative advantages, thus promoting system-wide coherence;

(iv) Collaborating with the private sector, major groups and civil society at large to mobilize support for sound environmental action, and to ensure the meaningful involvement and participation of those actors in the development and implementation of UNEP policies and programmes;

(d) To coordinate the delivery of the Bali Strategic Plan and contribute to the related development of coherent and targeted capacity-building and technology support activities by:

(i) Recognizing the diversity within countries and regions as identified through concerted needs assessment;

(ii) Relying on collaboration with existing regional initiatives;

(iii) Relying on collaboration with United Nations system and other partners;

(iv) Taking into account deliberations of relevant ministerial forums providing policy guidance and reviewing the needs for the delivery of capacity-building and technology support;

(v) Promoting South-South cooperation as a means to build capacity and transfer technologies;

(vi) Working in concert with individual donors, the Global Environment Facility and other funding mechanisms.

Subprogramme 6
Environmental conventions

Objective of the Organization: To support the implementation of multilateral environme agreements, including compliance with and enforcement of them by parties, and to facilita interlinkages and synergies, while respecting the legal autonomy of multilateral environm agreements and the decisions taken by their respective governing bodies.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased mainstreaming of the objectives of multilateral environmental agreements into national sustainable development and poverty eradication strategies by parties to the multilateral environmental agreements and other stakeholders	(a) Increased number of references to mainstreaming the objectives of multila environmental agreements in decisions, statements and position papers of the governing bodies and secretariats of the multilateral environmental agreements
(b) Enhanced support for collaboration between the multilateral environmental agreement secretariats, scientific bodies and global, regional and national stakeholders aimed at enhancing implementation of, compliance with and enforcement of the multilateral environmental agreements and improving synergy between them	(b) (i) Increased number of collabora activities between the multilateral environmental agreements, scientif bodies and global, regional and nat multilateral environmental agreeme stakeholders aimed at enhancing implementation of, compliance with enforcement of the multilateral

	environmental agreements, and/or improving synergies between them, facilitated by UNEP (ii) Increased number of countries involved in collaborative activities
(c) Enhanced implementation of, compliance with and enforcement of the multilateral environmental agreements by countries, including, when appropriate, in a synergistic manner	(c) Increased number of countries that have improved implementation of, compliance with and enforcement of the multilateral environmental agreements as a result of UNEP assistance
(d) Strengthened capacity of countries to implement, comply with and enforce provisions of the multilateral environmental agreements, including, when appropriate, in a synergistic and interlinked manner, and to apply scientific knowledge for environmental protection	(d) Increased number of countries applying guidelines, training materials, etc., developed or facilitated by UNEP to implement obligations under the multilateral environmental agreements

Strategy

11.16 The Division of Environmental Conventions is responsible for the implementation of this subprogramme. The strategy in the biennium 2008-2009 will be:

(a) To assist governing bodies of the multilateral environmental agreements in mainstreaming their policies and scientific findings into national sustainable development strategies, including strategies for poverty eradication;

(b) As requested by the governing bodies of multilateral environmental agreements, to assist the secretariats of multilateral environmental agreements in their work and promote synergies and cooperation among them;

(c) To facilitate cooperation and collaboration between governing and subsidiary bodies for the enhancement of synergies and interlinkages in the implementation of, compliance with and enforcement of the multilateral environmental agreements;

(d) To promote the implementation of, compliance with and enforcement of the multilateral environmental agreements, giving priority to those administered by UNEP and taking into account (i) the needs of developing countries and countries with economies in transition; (ii) the UNEP guidelines on compliance with and enforcement of the multilateral environmental agreements; and (iii) gender equality considerations;

(e) To strengthen the capacity of countries to implement the multilateral environmental agreements, including in a synergistic manner where appropriate.

Subprogramme 7
Communications and public information

Objective of the Organization: To increase international awareness of environmental cl and responses to them in order to promote environmentally friendly attitudes and actions throughout society at all levels.

Expected accomplishments of the Secretariat		Indicators of achievement
(a) Increased awareness of and focus on environmental issues and the work of UNEP among all sectors of society	(a)	(i) Increased international, reg national and local media covera work of UNEP
		(ii) increased level of use of U websites and online resources
		(iii) Increased demand for UNE technical and capacity-building publications and other public in materials
		(iv) Increased interest in UNEP environment award schemes
(b) Expanded partnerships between UNEP and children and youth organizations, sports associations, non-governmental organizations, Governments and the private sector in promoting environmentally friendly attitudes and actions taking gender considerations into account	(b)	(i) Increased level of participa partners in UNEP-led or jointly campaigns and events, such as V Environment Day, to promote environmental sustainability
		(ii) Increased level of external support for UNEP outreach acti including environmental award publications and audio-visual ar promotional products
		(iii) Increased number of activi sports and sports-related organi mainstream environmental conc their activities

Strategy

11.17 The Division of Communications and Public Information is responsible for the implementation of this subprogramme. The strategy for the 2008-2009 biennium will be:

(a) To increase environmental awareness and facilitate greater access to environmental information at all levels and among all sectors of society, using the media, the Internet, special events, audio-visual products and publications;

(b) To generate greater awareness and understanding of the work and objectives of UNEP at all levels and among all sectors of society, using the media, the Internet, special events, audio-visual products and publications;

(c) To create and maintain partnerships that promote greater engagement of various sectors of society in achieving environmental sustainability, including children and youth, the sports world, civil society, the private sector, local and national governments and international organizations.

Legislative mandates

General Assembly resolutions

2997 (XXVII)	Institutional and financial arrangements for international environmental cooperation
47/190	Report of the United Nations Conference on Environment and Development
S-19/2	Programme for the Further Implementation of Agenda 21
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
55/198	Enhancing complementarities among international instruments related to environment and sustainable development (subprogrammes 2, 3 and 6)
57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/251	Report of the Governing Council of the United Nations Environment Programme on its seventh special session
58/217	International Decade for Action, "Water for Life", 2005-2015
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development (subprogrammes 1, 3 and 5)
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/232	International cooperation to reduce the impact of the El Niño phenomenon (subprogrammes 1 and 3)
59/237	United Nations Decade of Education for Sustainable Development
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/1	2005 World Summit Outcome
60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/30	Oceans and the law of the sea (subprogrammes 1 and 3)

60/98	Effects of atomic radiation
60/99	International cooperation in the peaceful uses of outer space
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1, 3 and 5)
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/192	International Year of Planet Earth (2008)
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/195	International Strategy for Disaster Reduction (subprogrammes 1, 3 and 5)
60/196	Natural disasters and vulnerability (subprogrammes 1, 3 and 5)
60/197	Protection of global climate for present and future generations of mankind
60/198	Sustainable mountain development (subprogrammes 2, 3 and 5)
60/200	International Year of Deserts and Desertification, 2006
60/205	Science and technology for development
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006) (subprogrammes 1, 3 and 5)
60/212	South-South cooperation
60/215	Towards global partnerships
60/216	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan
60/222	New Partnership for Africa's Development: progress in implementation and international support

60/223	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa
60/228	Third United Nations Conference of the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Governing Council decisions

SS.VI/1	Malmö Ministerial Declaration
SS.VII/1	International environmental governance (subprogrammes 2 and 5)
SS.VII/4	Compliance with and enforcement of multilateral environmental agreements (subprogrammes 2, 3 and 6)
SS.VIII/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Universal membership of the Governing Council/Global Ministerial Environment Forum of the United Nations Environment Programme
	III: Intergovernmental strategic plan for technology support and capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
SS.VIII/2	Small island developing States (subprogrammes 3 and 5)
19/1	Nairobi Declaration on the Role and the Mandate of the United Nations Environment Programme
20/6	Policy and advisory services of the United Nations Environment Programme in key areas of institution-building
20/12	Implementation of the environmental dimension of sustainable development within the United Nations system
20/17	Views of the Governing Council on the report of the Secretary-General on environment and human settlements
20/25	Freshwater (subprogrammes 2, 3 and 4)
20/27	Support to Africa (subprogrammes 1-6)
20/28	Promoting interlinkages among global environmental issues and human needs (subprogrammes 1, 2, 3 and 6)
20/29	Policy and advisory services of the United Nations Environment Programme in key areas of economics, trade and financial services (subprogrammes 2, 4 and 6)
20/33	Stable, adequate and predictable funding for the United Nations Environment Programme
21/18	Implementation of the Malmö Ministerial Declaration

21/20	Governance of the United Nations Environment Programme and implementation of General Assembly resolution 53/242
21/21	International environmental governance
21/24	Policy and advisory services in key areas of institution-building (subprogrammes 2, 3, 4 and 6)
22/5	Enhancing the role of the United Nations Environment Programme on forest-related issues (subprogrammes 1, 2 and 6)
22/9	Support to Africa (subprogrammes 1-6)
22/10	Poverty and the environment in Africa (subprogrammes 2 and 5)
22/11	Sustainable development of the Arctic (subprogrammes 1, 3 and 5)
22/12	Brussels Declaration and the Programme of Action for Least Developed Countries for the Decade 2001-2010 (subprogrammes 2, 3, and 5)
22/15	International Year of Deserts And Desertification (subprogrammes 2, 3, 5 and 7)
23/1	Implementation of decision SS.VII/1 on international environmental governance
	I: Bali Strategic Plan for Technology Support and Capacity-building
	IV: Strengthening the financing of the United Nations Environment Programme
23/5	Small island developing States (subprogrammes 3 and 5)
23/7	Strengthening environmental emergency response and developing disaster prevention, preparedness, mitigation and early-warning systems in the aftermath of the Indian Ocean tsunami disaster (subprogrammes 1, 3 and 5)
23/10	Poverty and the environment

Subprogramme 1
Environmental assessment and early warning

Governing Council decisions

SS.VIII/1	II: Strengthening the scientific base of the United Nations Environment Programme
20/1	Global Environment Outlook
22/1	Early warning, assessment and monitoring
	I A: Strengthening the scientific base of the United Nations Environment Programme
	I B: Early warning and assessment process of the United Nations Environment Programme
	II: Global assessment of the state of the marine environment

	III: United Nations Environment Programme World Conservation Monitoring Centre
23/1	II: Strengthening the scientific base of the United Nations Environment Programme
23/6	Keeping the world environmental situation under review

Subprogramme 2
Policy development and law

General Assembly resolutions

60/47	Question of Antarctica
60/210	Women in development

Governing Council decisions

SS.VII/5	Enhancing civil society engagement in the work of the United Nations Environment Programme
SS.VIII/1	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
21/23	Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III) (subprogrammes 2 and 3)
22/16	Environment and cultural diversity
22/17	Governance and law
	I: Follow-up to General Assembly resolution 57/251 on the report of the seventh special session of the United Nations Environment Programme Governing Council/Global Ministerial Environment Forum
	II: Implementation of the Programme for the Development and Periodic Review of Environmental Law for the First Decade of the Twenty-first Century (Montevideo Programme III)
23/1	VI: Enhanced coordination across the United Nations system and the Environmental Management Group
23/11	Gender equality in the field of the environment

Subprogramme 3
Policy implementation

General Assembly resolutions

60/31	Sustainable fisheries, including through the 1995 Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, and related instruments

Governing Council decisions

21/28	Further development and strengthening of regional seas programmes: promoting the conservation and sustainable use of the marine and coastal environment, building partnerships and establishing linkages with multilateral environmental agreements
21/29	Establishment of a regional seas programme for the Central-East Pacific region
22/1	Early warning, assessment and monitoring
	IV: Post-conflict environmental assessments
	V: Environment in the Occupied Palestinian Territories
22/2	Water
	I: Water policy and strategy of the United Nations Environment Programme
	II: The Global Programme of Action for the Protection of the Marine Environment from Land-based Activities
	III: Regional seas programmes
	IV: Coral reefs
	V: Marine safety and protection of the marine environment from accidental pollution
22/8	Further improvement of environmental emergency prevention, preparedness, assessment, response and mitigation
23/2	Updated water policy and strategy of the United Nations Environment Programme

Subprogramme 4
Technology, industry and economics

General Assembly resolutions

60/184	International trade and development
60/190	Global Code of Ethics for Tourism
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme, 1996-2005

Governing Council decisions

SS.IX/1	Strategic approach to international chemicals management
20/19E	Changing production and consumption patterns
21/14	Trade and environment
22/4	Chemicals
	I: Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade
	II: Stockholm Convention on Persistent Organic Pollutants
22/6	Promotion of sustainable consumption and production patterns
22/7	Engaging business and industry
23/9	Chemicals management
	I: Cooperation between the United Nations Environment Programme, relevant multilateral environmental agreements and other organizations
	II: Strategic approach to international chemicals management
	III: Lead and cadmium
	IV: Mercury programme

Subprogramme 5
Regional cooperation and representation

General Assembly resolutions

59/4	Cooperation between the United Nations and the Economic Cooperation Organization
59/259	Cooperation between the United Nations and the Black Sea Economic Cooperation Organization

Governing Council decisions

20/39	Functioning of the regional offices and proposed measures for the strengthening of regionalization and decentralization
22/14	Role of the United Nations Environment Programme in strengthening regional activities and cooperation in the Economic Cooperation Organization region
22/21	Regional implementation of the programme of work of the United Nations Environment Programme

Subprogramme 6
Environmental conventions

General Assembly resolutions

60/201	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
60/202	Convention on Biological Diversity

Governing Council decisions

SS.VIII/1	V: Multilateral environmental agreements
20/18	Environmental conventions
21/1	Land degradation: support for the implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
21/8	Biosafety
21/9	Atmosphere
21/27	Compliance with and enforcement of multilateral environmental agreements
22/3	Climate and atmosphere
	I: Adaptation to climate change
	II: Intergovernmental Panel on Climate Change
23/1	V: Multilateral environmental agreements

Subprogramme 7
Communications and public information

General Assembly resolutions

60/2	Policies and programmes involving youth

Governing Council decisions

22/18	Civil society
	II: Long-term strategy on engagement and involvement of young people in environment issues
	III: Long-term strategy for sport and the environment

Programme 12
Human settlements

Overall orientation

12.1 Responsibility for human settlements is vested in the United Nations Human Settlements Programme (UN-Habitat), which serves as the focal point for implementation of the programme within the United Nations system. The current mandate of UN-Habitat derives from the twin goals of the Habitat Agenda, resulting from the United Nations Conference on Human Settlements (Habitat II), which comprise "adequate shelter for all" and "sustainable human settlements development in an urbanizing world". The mandate of the programme also derives from: resolution 3327 (XXIX), in which the General Assembly established the United Nations Habitat and Human Settlements Foundation; resolution 32/162, in which the Assembly established the United Nations Centre for Human Settlements (Habitat); and resolution 56/206, by which the Assembly elevated the United Nations Centre for Human Settlements (Habitat) to the United Nations Human Settlements Programme (UN-Habitat). UN-Habitat is guided by its Governing Council, which reports every two years to the General Assembly through the Economic and Social Council and by a Committee of Permanent Representatives in Nairobi, which serves as a formal intersessional body. Important recent mandates derive from the Declaration on Cities and other Human Settlements in the New Millennium, which was adopted by the Assembly in its resolution S-25/2, other internationally agreed development goals, including those contained in the United Nations Millennium Declaration, such as the target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020, and in the outcomes of the major United Nations conferences and international agreements since 1992, such as target 10 on water and sanitation of the Johannesburg Plan of Implementation. The aforementioned two targets were subsequently reaffirmed by the General Assembly in the 2005 World Summit Outcome, which highlighted slum prevention as a priority issue in human settlements. Additional mandates come from relevant legislative bodies regarding Agenda 21 (chaps. 7, 21 and 28) and relevant resolutions of the Governing Council of the United Nations Human Settlements Programme.

12.2 The world urban population is currently expanding at the rate of about 70 million people per year. Most of those people live in overcrowded urban slums where the main challenges are inadequate housing, lack of secure tenure, uncertain employment and lack of basic services, especially safe water and sanitation. Rapid urbanization in most developing countries is characterized by deterioration in shelter conditions for the urban poor, while conflicts and disasters compound the daunting task of creating sustainable human settlements. Central to meeting the challenge of urban poverty is the replacement of policies that foster social and physical exclusion with policies that recognize and respect the rights of all, especially women, people living in poverty and those belonging to vulnerable and disadvantaged groups, to an adequate standard of living for themselves and their families, including adequate food, clothing, housing, water and sanitation, and the continuous improvement of living conditions. In consultation and cooperation with Governments, UN-Habitat develops and strengthens mechanisms for monitoring the impact of human settlements policies and programmes on the lives and livelihoods of women, men and children in cities, especially those in low-income areas and slums.

12.3 The UN-Habitat programme is based on strong interlinkages among the four subprogrammes, namely: shelter and sustainable human settlements development; monitoring the Habitat Agenda; regional and technical cooperation; and human settlements financing. Those interlinkages will be reflected in the close cooperation among the subprogrammes, with the global campaigns on secure tenure and urban governance providing an entry point for all work programme activities.

12.4 The strategy of UN-Habitat in meeting its mandates rests upon four pillars that correspond to its four subprogrammes:

(a) Advocacy of agreed norms for improving the lives of poor people, particularly slum-dwellers, and building the capacity of central Governments and local authorities using as primary vehicles the two global campaigns on secure tenure and urban governance (subprogramme 1: shelter and sustainable human settlements development);

(b) Information generation and knowledge management for assessing progress made in implementing the Habitat Agenda and monitoring human settlements conditions and trends, with a particular focus on slum formation and the living conditions of slum-dwellers (subprogramme 2: monitoring the Habitat Agenda);

(c) Operational activities focusing on technical assistance and capacity-building to test methods and concepts to be scaled up and transferred and to provide feedback to policymakers at all levels (subprogramme 3: regional and technical cooperation);

(d) Facilitating pro-poor financing of housing and urban infrastructure and services that contribute to sustainable human settlements development and the improvement of living conditions of slum-dwellers (subprogramme 4: human settlements financing).

12.5 The foregoing strategy of the programme is subject to an ongoing strategic planning and institutional development exercise initiated in 2005, further to the recommendations of an in-depth evaluation of the programme completed by the Office of Internal Oversight Services in 2005 and subsequently endorsed by the Governing Council of UN-Habitat at its twentieth session, also held in 2005. The recommendations called for the strengthening of the programme's normative focus, greater cohesion among its advocacy, normative, monitoring and operational activities, and the broadening of the programme's funding base. The first phase of the exercise, to be carried out throughout 2006, is designed to catalyse the 2008-2013 medium-term strategic and institutional plan to be presented to the Governing Council at its twenty-first session in 2007. The preliminary results of that exercise are already reflected in the present document in two key areas:

(a) The strengthening of the programme's normative activities, spearheaded by its global campaigns on secure tenure and urban governance, through their tightened relationship with global programmes and their alignment with the Millennium Declaration target on slums (see para. 12.11 below);

(b) The re-allocation of activities devoted to human settlements financing, previously subsumed under subprogramme 2 (monitoring the Habitat Agenda) to subprogramme 4 (human settlements financing) to ensure greater cohesiveness among substantively related advocacy, monitoring and normative activities.

12.6 UN-Habitat will continue to mainstream the gender perspective in human settlements issues and empower women. The programme's efforts in promoting women's access to shelter were further endorsed by the General Assembly in the 2005 World Summit Outcome (see resolution 60/1, para. 58) by guaranteeing women's free and equal rights to own and inherit property and ensuring security of tenure of property and housing.

12.7 The work of UN-Habitat is concentrated in developing countries, countries with economies in transition and countries where sustainable human settlements are necessary for effective post-conflict and post-disaster recovery and reconstruction. As the focal point for the implementation of the human settlements programme within the United Nations system, UN-Habitat will collaborate and cooperate with other United Nations organizations. Outside the United Nations, UN-Habitat will also cooperate with Governments, local authorities, international financial institutions, regional development banks, the private sector and other Habitat Agenda partners. A significant mechanism for cooperation with Governments and Habitat Agenda partners is the World Urban Forum, which is held every two years to address pressing human settlements issues.

12.8 The Governing Council of UN-Habitat is expected to approve at its twenty-first session in April 2007 the medium-term strategic and institutional plan 2008-2013 of UN-Habitat. The outcome of the Governing Council decision on the plan may necessitate substantive revisions to the proposals in the present report. If it is deemed necessary to reflect the recommendations of the medium-term strategic and institutional plan to align it with the proposals in the present report, the provisions of resolution 58/269 are expected to prevail.

Subprogramme 1
Shelter and sustainable human settlements development

Objective of the Organization: To improve the shelter conditions of the world's poor and to ensure sustainable human settlements development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved access to housing, property and land for vulnerable groups, particularly the poor, to achieve the Millennium Declaration target on slums	(a) (i) Increased number of Governments and local authorities introducing and implementing slum upgrading and prevention policies in line with the Millennium Declaration target on slums
	(ii) Increased number of partnerships and alliances promoting improved access to housing, property and land for the poor

	(iii) Increased number of Gove partnerships and alliances adopt implementing effective shelter s and improved regulatory framew and capacities that provide for t progressive realization of housi and property rights (iv) Increased number of partn alliances taking measures to red arbitrary and unlawful forced ev
(b) Improved capacity and environment to facilitate the provision and access of infrastructure and basic services in urban settlements of different sizes, especially safe drinking water and sanitation, to achieve the Millennium Declaration target	(b) (i) Increased number of countr implementing policies, strategies programmes designed to increas provision and sustainable access drinking water and basic sanitati (ii) Increased number of urban all sizes in developing countries benefiting from national reforms improving safe drinking water an sanitation services (iii) Increased number of countri working with UN-Habitat to pro access to diverse and efficient en services and to public and non-m transport
(c) Improved capacity for participatory, accountable and pro-poor urban governance	(c) (i) Increased number of Govern introducing, revising and implem policies, legislation and national plans and strengthening institutio planning and management arrang for promoting good urban govern (ii) Increased number of cities m the quality of urban governance, and promoting urban governance and adopting strategies for pro-po governance (iii) Increased number of Habitat partners adapting, applying and pr urban governance tools

(d) Improved capacity and national advocacy for urban developments that is more sustainable, safer, less prone to disasters and better able to manage post-conflict and post-disaster situations	(d) (i) Increased number of Governments and cities working with UN-Habitat to establish urban environmental management capacity frameworks for sustainable urban development (ii) Increased number of cities and municipalities working with UN-Habitat to promote safer cities for sustainable urban development (iii) Increased number of Governments and cities undertaking management of human settlements in crisis through project interventions for disaster risk reduction and for sustainable rehabilitation of human settlements
(e) National training and capacity-building institutions strengthened to achieve more impact in meeting present and emerging training and capacity-building needs in sustainable shelter and human settlements development	(e) Increased number of national training and capacity-building institutions using UN-Habitat manuals and methods in shelter and sustainable human settlements development

Strategy

12.9 The responsibility for the subprogramme is vested in the Shelter and Sustainable Human Settlements Development Division. The subprogramme's main strategy, consisting of global advocacy, will be spearheaded by the third session of the World Urban Forum, the global campaigns for secure tenure and urban governance and supported by global programmes. The two campaigns will be aligned with efforts to attain the Millennium Declaration target of achieving a significant improvement in the lives of at least 100 million slum-dwellers by the year 2020 and the target on water and sanitation of the Johannesburg Plan of Implementation to reduce by half the proportion of people without access to safe drinking water and basic sanitation by the year 2015.

12.10 The subprogramme will seek to mobilize all Habitat Agenda partners to enhance the global visibility and impact of the campaigns to achieve the goal not only of slum upgrading but also of slum prevention in order to avoid the escalation of the urbanization crisis. The campaigns will serve as entry points to the implementation of the Habitat Agenda and link operational and normative activities at all levels. Particular focus will be placed on new forms of urban planning as integral parts of good urban governance and as cost-effective ways to achieve slum prevention and upgrading, as emphasized by the General Assembly in paragraph 56 (m) of the 2005 World Summit Outcome.

12.11 The global programmes, which include normative, capacity-building and knowledge management activities on secure tenure, housing and property rights, land and property administration, urban environmental management, water and sanitation, disaster prevention and management and safer cities, will be carried out within the context of the campaigns, thereby assisting in translating normative work into practical real life processes at the national and community levels. The global programmes will support national campaign launches and the implementation of follow-up national campaign action plans through the development of new policies and tools. The capacity at the national and local levels to undertake effective planning, management and delivery of shelter, land, infrastructure and services will be supported by dedicated training and capacity-building programmes and institutional strengthening. A special feature of the strategy will be to focus on the role of women and youth, community-based organizations and people affected by HIV/AIDS as active participants and beneficiaries in the efforts to improve shelter conditions, urban governance and access to basic services.

12.12 For water and sanitation, the focus will be on establishing strategic partnerships among key water and sanitation stakeholders to promote increasing levels of pro-poor investment. The UN-Habitat Water for African Cities and Water for Asian Cities programmes aim to strengthen the capacity of cities to improve coverage at the municipal level. Major focus will be placed on change strategies that are locally owned and on activities designed to strengthen the political will to adopt pro-poor investment policies and regulations. In that context, the Water and Sanitation Trust Fund will be used as a tool to leverage and improve aid effectiveness from donor sources and to field-test investment designs for long-term sustainability.

Subprogramme 2
Monitoring the Habitat Agenda

Objective of the Organization: To monitor and assess progress towards the attainment Habitat Agenda goals and the targets of the Millennium Declaration and the Johannesbu Implementation on slums, safe drinking water and sanitation.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved global reporting and knowledge among Governments, local authorities and Habitat Agenda partners on human settlements conditions and trends, including inequities and best practices, as well as on progress made in implementing the Habitat Agenda and in achieving the relevant United Nations Millennium Declaration targets	(a) (i) Increased number of revie *Global Report on Human Settle* the *State of the World's Cities* re reputable journals (ii) Increased number of cities urban indicators database for wh indicators have been produced (iii) Increased number of urban observatories that use urban info software, including the urban inf and geographical information sy technology, for urban manageme policymaking or urban planning

	(iv) Increased number of countries and cities covered in urban inequities analysis (v) Higher demand for and use of global data on human settlements (vi) Increased number of best practices, including those that point to policies contributing to their success, identified, documented and disseminated
(b) Improved understanding among Governments, local authorities and other Habitat Agenda partners of the contribution of the urban and regional economy to national development	(b) (i) Increased number of requests for UN-Habitat policy and strategy guidelines on balanced rural-urban linkages in human settlements development and management (ii) Increased number of requests from Governments and other Habitat Agenda partners for information and policy advice on pertinent urban economic development issues
(c) Improved awareness among Governments and Habitat Agenda partners of an enhanced capacity for mainstreaming gender, partnerships and youth concerns in human settlements activities	(c) (i) Increased number of human settlements programmes that mainstream gender and promote women's empowerment (ii) Increased number of human settlements programmes that mainstream partnerships (iii) Increased number of partnerships and alliances engaged in the monitoring and implementation of human settlements programmes (iv) Increased number of human settlements programmes that mainstream youth concerns and youth-led development

Strategy

12.13 The responsibility for the programme is vested in the Monitoring and Research Division. The strategy consists of working in close collaboration with Habitat Agenda partners and establishing national and local urban observatories to engage in a coordinated and systematic effort in:

(a) Collecting, collating, analysing, documenting and disseminating global and national data and information on human settlements conditions and trends, including indicators, best practices, good policies and enabling legislation, for assessing progress towards achieving the goals of the Habitat Agenda as well as those of the Millennium Declaration as set forth in General Assembly resolution 55/2, especially on slums, safe drinking water and sanitation;

(b) Identifying, developing, testing, disseminating and mainstreaming new and innovative policies and strategies on urban planning and management, urban economic development, urban-rural development linkages, urban poverty reduction and employment generation, gender and women's empowerment and partnerships and youth;

(c) Promoting the transfer and exchange of lessons learned from best practices on a North-South and South-South basis, with a particular focus on city-to-city cooperation;

(d) Disseminating results and findings through various publications, including the two flagship reports: the *Global Report on Human Settlements* and the *State of the World's Cities*.

Subprogramme 3
Regional and technical cooperation

Objective of the Organization: To strengthen the formulation and implementation of ur housing policies, strategies and programmes and to develop related capacities, primarily national and local levels.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced regional, national and local capacity to implement human settlements policies, strategies and programmes with special focus on the reduction of urban poverty and the response to natural and man-made disasters	(a) (i) Increased number of countr strengthen their institutions' abil develop strategies to reduce urba (ii) Increased number of countr strengthen their institutions' com to respond to disasters and reduc vulnerability
(b) Improved national policies on housing and urban development in line with UN-Habitat global norms and increased regional knowledge of urban conditions and trends	(b) (i) Increased number of countr implementing norms of urban go (ii) Increased number of countr implementing policies and strate slum upgrading and slum preven (iii) Increased number of partne participating in the monitoring o settlements conditions through th documentation of best practices a preparation of national and regio of-the-cities reports

(c) Improved integration of sustainable urbanization into United Nations development assistance frameworks and national development strategies and plans, including poverty reduction strategy papers, where they exist	(c) Increased number of United Nations country teams that have integrated pro-poor and sustainable urbanization into United Nations development assistance frameworks

Strategy

12.14 Responsibility for the subprogramme is vested in the Regional and Technical Cooperation Division. To achieve the objective, UN-Habitat combines normative and operational functions. The normative functions include setting standards, proposing norms and principles, and providing examples of best practices and good policies built on experience gained at the country level.

12.15 The operational activities consist of providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. National UN-Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant Millennium Declaration targets at the national and local levels. Their role will be particularly crucial given that in paragraph 22 (a) of the 2005 World Summit Outcome, the General Assembly called for the adoption of comprehensive national development strategies to achieve the internationally agreed development goals, including the Millennium Development Goals.

12.16 Regional offices will backstop operational activities at the country level, continue to build capacity in disaster prevention and management and ensure a rapid and effective response where there are post-conflict crises and disasters, as appropriate. Women, youth, older persons and persons with disabilities are expected to be active participants and beneficiaries of the programmes and projects implemented under the subprogramme.

Subprogramme 4
Human settlement financing

Objective of the Organization: To facilitate the mobilization of investments from international and domestic sources in support of adequate shelter, related infrastructure development programmes and housing finance institutions and mechanisms, particularly in developing countries and in countries with economies in transition.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened institutional arrangements for the United Nations Habitat and Human Settlements Foundation effectively to assist Member States and Habitat Agenda partners to mobilize investment for their pro-poor human settlements development, in particular in developing countries and countries with economies in transition	(a) Increased level of resources mobilized for affordable housing and infrastructure, with particular focus on informal settlements and slums

(b) Improved investment in human settlements development leveraged by the Foundation, including its Slum Upgrading Facility, from domestic private and public sources through innovative mechanisms for financing housing and related infrastructure	(b)	(i) Number of countries wo the Foundation to strengthen for financing housing and rela infrastructure (ii) Number of financial inst bankable projects designed, p effectively applied (iii) Increased level of public private capital and community mobilized for slum upgrading water and sanitation and slum programmes, at the country le (iv) Number of countries that promoted relevant policy and reforms and institutional arran that facilitate the mobilization investments, community savin private capital for affordable h related infrastructure
(c) Expanded partnerships between UN-Habitat and international and regional financial institutions to ensure that the advocacy and technical assistance activities of the Organization promote and leverage investment by financial institutions in affordable housing and related infrastructure, thereby improving the coherence and impact of development assistance	(c)	(i) Number of partnerships e to enhance investment allocati improving human settlements (ii) Increased level of the loa guarantee portfolio by internat regional financial institutions i affordable housing and infrastr resulting from those partnershi

Strategy

12.17 The responsibility of this subprogramme is vested in the Human Settlements Financing Division, which serves as the institutional anchor for the activities of the United Nations Habitat and Human Settlements Foundation. The Foundation is dedicated to working with Member States to mobilize resources for affordable housing and related infrastructure initiatives. The strategy for implementing the objective includes:

(a) Strengthening the institutional arrangements of the Foundation for more effective mobilization of resources, from both the public and private sectors, for shelter and related infrastructure in developing countries and in countries with economies in transition, with special focus on the needs of slum-dwellers and low-income groups and on the implementation of the target of the Millennium Declaration on slum upgrading and the target of the 2005 World Summit Outcome on slum prevention (see resolution 60/1, para. 56 (m));

(b) Providing technical assistance and targeted seed capital through the Slum Upgrading Facility of the Foundation to develop and support mechanisms for mobilizing domestic savings and capital to improve the availability of affordable housing, adequate shelter and infrastructure in developing countries and in countries with economies in transition. At the request of Governments, providing technical advice and facilitating peer exchanges designed to advance national policy frameworks, regulatory reforms and institutional arrangements that Member States can use to enable private banks, insurance companies, microfinance institutions and community-based savings and credit organizations to finance affordable housing and related infrastructure, thus leveraging limited public investment and official development assistance;

(c) Working with the World Bank Group, regional development banks, other development banks, the private sector, United Nations agencies and other relevant partners to link the normative and technical cooperation activities of UN-Habitat with the investment portfolios of the financing institutions and to mobilize finance from international sources to play a catalytic and preparatory role in leveraging domestic investment for slum upgrading and other pro-poor human settlements development.

Legislative mandates

General Assembly resolutions

S-25/2	Declaration on Cities and Other Human Settlements in the New Millennium
53/242	Report of the Secretary-General on environment and human settlements
55/2	United Nations Millennium Declaration
56/206	Strengthening the mandate and status of the Commission on Human Settlements and the status, role and functions of the United Nations Centre for the Human Settlements (Habitat)
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
57/275	Special session of the General Assembly for an overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/217	International Decade for Action, "Water for Life", 2005-2015
58/269	Strengthening of the United Nations: an agenda for further change
60/1	2005 World Summit Outcome (subprogrammes 1, 2 and 3)
60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations (subprogrammes 1 and 3)

60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development (subprogrammes 1 and 3)
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/188	Follow-up to and implementation of the outcome of the International Conference on Financing for Development (subprogrammes 2 and 4)
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States (subprogrammes 1 and 3)
60/195	International Strategy for Disaster Reduction (subprogrammes 1 and 3)
60/196	Natural disasters and vulnerability (subprogrammes 1 and 3)
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/209	Implementation of the first United Nations Decade for the Eradication of Poverty (1997-2006)
60/228	Third United Nations Conference on the Least Developed Countries: high-level meeting on the midterm comprehensive global review of the implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010

Economic and Social Council resolutions, decisions and agreed conclusions

2002/1	Agreed conclusions 2002/1 on strengthening further the Economic and Social Council, building on its recent achievements, to help it fulfil the role ascribed to it in the Charter of the United Nations as contained in the United Nations Millennium Declaration
2003/62	Coordinated implementation of the Habitat Agenda
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to the major United Nations conferences and summits

Governing Council resolutions

18/4	Implementation of General Assembly resolution 53/242 and cooperation between the United Nations Centre for Human Settlements (Habitat) and the United Nations Environment Programme (subprogrammes 1 to 3)

19/5	Implementing and monitoring the goal of the United Nations Millennium Declaration on improving the lives of slum-dwellers
19/6	Water and sanitation in cities
19/16	Women's role and rights in human settlements development and slum upgrading
20/1	Youth and human settlements
20/7	Gender equality in human settlements development
20/10	World Urban Forum
20/19	Work programme and budget of the United Nations Human Settlement Programme for the 2006-2007 biennium

Subprogramme 1
Shelter and sustainable human settlements development

Governing Council resolutions

16/7	The realization of the human right to adequate housing
17/10	Rural dimension of sustainable urban development
18/5	International cooperation and the review of mechanisms for monitoring the implementation of the Habitat Agenda
18/11	Intensifying dialogue on effective decentralization and strengthening of local authorities within the framework of the Habitat Agenda
19/3	Global campaigns on secure tenure and urban governance
19/4	Cooperation between the United Nations Human Settlements Programme and the United Nations Environment Programme
19/12	Decentralization and strengthening of local authorities
20/16	Enhancing the involvement of civil society in local governance
20/18	Decentralization and strengthening of local authorities
20/20	Thirteenth session of the Commission on Sustainable Development

Subprogramme 2
Monitoring the Habitat Agenda

General Assembly resolutions

34/114	Global report on human settlements and periodic reports on international cooperation and assistance on human settlements
55/194	Scope to be covered by the special session of the General Assembly on the overall review and appraisal of the implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II)
59/248	World survey on the role of women in development

60/2	Policies and programmes involving youth
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2001/22	Integrated and coordinated implementation of and follow-up to major United Nations conferences and summits: coordinated implementation of the Habitat Agenda

Governing Council resolutions

17/10	Rural dimension of sustainable urban development
18/10	The role of local authorities
19/10	Urban-rural linkages and sustainable urbanization
19/13	Enhancing the engagement of youth in the work of UN-Habitat
20/6	Best practices, good policies and enabling legislation in support of sustainable urbanization and the attainment of internationally agreed development goals

Subprogramme 3
Regional and technical cooperation

General Assembly resolutions

59/243	Integration of the economies in transition into the world economy
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/128	Assistance to refugees, returnees and displaced persons in Africa

Governing Council resolutions

19/7	Regional and technical cooperation
19/15	Countries with economies in transition
19/18	Human settlements development in the occupied Palestinian territories
20/14	Special Human Settlements Programme for the Palestinian People
20/15	Habitat Programme Managers and regional offices
20/17	Post-conflict, natural and human-made disaster assessment and reconstruction

Subprogramme 4
Human settlements financing

General Assembly resolutions

3327 (XXIX)	Establishment of the United Nations Habitat and Human Settlements Foundation

Governing Council resolutions

19/11	Strengthening the United Nations Habitat and Human Settlements Foundation
20/11	Strengthening the slum upgrading facility of the United Nations Habitat and Human Settlements Foundation

Programme 13

International drug control, crime and terrorism prevention and criminal justice

Overall orientation

13.1 In the United Nations Millennium Declaration the General Assembly established the achievement of sustainable development as an aim of the Organization. Sustainable development has many dimensions. It requires that the resources of the planet be shared so as to promote human dignity. It also requires good stewardship of those resources so that future generations may inherit a better world. Moreover, it is important to free individuals from the burden of "uncivil" behaviour in order to safeguard their survival, dignity and livelihood and assist in regenerating community values to prevent crime. This aspect is at the core of the work of the United Nations Office on Drugs and Crime, which is mandated to assist Member States in their struggle against illicit drugs, crime and terrorism in all its forms and manifestations. In the Millennium Declaration, Member States also resolved to intensify efforts to fight transnational crime in all its dimensions, to redouble the efforts to implement the commitment to counter the world drug problem and to take concerted action against international terrorism in all its forms and manifestations.

13.2 Actions against the world drug problem, global criminal activity and terrorism in all its forms and manifestations are a common and shared responsibility that must be addressed in a multilateral setting and require an integrated and balanced approach.

13.3 The General Assembly, in the 2005 World Summit Outcome, clearly recognized organized crime and terrorism among the major security concerns. This has articulated clearly the strategic position of the United Nations Office on Drugs and Crime within the general nexus of development, security and human rights.

13.4 The policy directions of the United Nations Office on Drugs and Crime are grounded in: (a) the international drug control conventions, the United Nations Convention against Transnational Organized Crime and the Protocols thereto, the United Nations Convention against Corruption and the universal legal instruments against terrorism in all its forms and manifestations; (b) the Millennium Declaration; (c) key resolutions of legislative organs, in particular General Assembly resolution 46/152, establishing the crime prevention and criminal justice programme, and resolutions 45/179 and 46/185 C on the drug control programme; (d) the twentieth special session of the General Assembly on countering the world drug problem; (e) the Vienna Declaration on Crime and Justice: Meeting the Challenges of the Twenty-first Century, adopted by the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders (General Assembly resolution 55/59, annex), the related plans of action (General Assembly resolution 56/261, annex) and the Bangkok Declaration on Synergies and Responses: Strategic Alliances in Crime Prevention and Criminal Justice, adopted by the Eleventh United Nations Congress on Crime Prevention and Criminal Justice (General Assembly resolution 60/177, annex); and (f) the recommendations resulting from the 2005 World Summit Outcome.

13.5 The three pillars of the work programme of the United Nations Office on Drugs and Crime are:

(a) Research and analytical work to increase knowledge and understanding of drug, crime and terrorism issues and to expand the evidence base for making policy and operational decisions;

(b) Normative work to assist States in the ratification and implementation of international treaties, the development of domestic legislation on drugs, crime and terrorism in all its forms and manifestations and the provision of secretariat and substantive services to the relevant treaty-based and governing bodies;

(c) Field-based technical cooperation projects, upon request, to enhance the capacity of Member States to counteract illicit drugs, crime and terrorism.

13.6 Globalization has created an environment where illicit drugs, crime and terrorism in all its forms and manifestations can flow easily across borders. The welfare gains to be derived from open trade and the flow of public goods are offset, however, by the globalization of threats to the survival, dignity and livelihood of individuals. The interventions of the United Nations Office on Drugs and Crime are therefore designed to contribute to the achievement of security and justice for all: making the world safer from crime, drugs and terrorism.

13.7 This vision is comprehensive and forward-looking and sets the frame of the medium-term strategy of the United Nations Office on Drugs and Crime, which is currently being developed. That strategy is based on extensive consultations with internal/external stakeholders and experts and aims at balancing comprehensiveness with selection. It is set against the need to clearly delineate the comparative advantage of the Office and set the stage for increased partnership strategies with major players in related fields.

13.8 In pursuing its objectives, the United Nations Office on Drugs and Crime will make every effort to integrate the gender perspective, particularly in its projects in the areas of prevention, the provision of alternative livelihoods and human trafficking.

Subprogramme 1
Research, analysis and advocacy

Objective of the Organization: To increase knowledge and understanding of drug, crime and terrorism issues and to increase support for the prevention and reduction of illicit drugs, crime and terrorism.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased use of the evidence base by the international community to counteract drug, crime and terrorism problems	(a) (i) Increased use and number of citations of publications, technical reports and statistics of the United Nations Office on Drugs and Crime (ii) Increased number of page views and downloads from the website

(b) Improved national scientific and forensic capabilities	(b) (i) Increased number of labo actively participating in the in collaborative exercise (ii) Increased number of inst requesting technical informati materials available through th Nations Office on Drugs and
(c) Increased support for national drug control, crime prevention and criminal justice activities	(c) Increased number of partnersh funding agreements with Governm foundations, non-governmental org and private sector entities
(d) Increased public awareness of issues related to drugs, crime and terrorism in all its forms and manifestations as well as the relevant United Nations standards and norms in crime prevention and criminal justice	(d) (i) Increased number of visit website (ii) Increased number of stati broadcast information on drug terrorism

Strategy

13.9 The Division for Policy Analysis and Public Affairs is responsible for the subprogramme. The strategy for achieving the objective will include the following main elements: (a) providing timely and accurate statistics and analyses of the world drug and crime problems, with particular attention to specific regional manifestations of crime; (b) expanding the evidence base for policymaking; (c) providing drug testing and forensic expert services; (d) evaluating projects, programmes and the impact of interventions; (e) developing strategic planning and analysis; (f) achieving a better balance between prevention and enforcement in programme planning and project development; (g) conducting policy dialogues with donor Governments, Member States, international organizations and private sector entities to mobilize resources; (h) reaching out to civil society, non-governmental organizations and international media; (i) carrying out targeted advocacy and communication activities, with emphasis on the media and with particular attention to the needs of vulnerable children and youth; and (j) coordinating with other United Nations agencies on issues related to drugs, crime and terrorism in all its forms and manifestations.

Subprogramme 2
Services for policymaking and treaty adherence

Objective of the Organization: To facilitate policymaking on issues related to drug control, crime and terrorism in all its forms and manifestations and the ratification of and compliance with related treaties, conventions and international legal instruments, in particular the new conventions against corruption and transnational organized crime and the protocols to the latter, as well as the application of United Nations standards and norms in crime prevention and criminal justice.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced quality of services provided for decision-making and policy direction by the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto in force and the Conference of the States Parties to the Convention against Corruption in force as well as for the implementation of the work of the International Narcotics Control Board	(a) (i) Percentage of members of the extended bureaux of the Commission on Narcotic Drugs, the Commission on Crime Prevention and Criminal Justice, the Conference of Parties to the United Nations Convention against Transnational Organized Crime and the Protocols thereto and Conference of the States Parties to the Convention against Corruption in force expressing full satisfaction with the quality and timeliness of technical and substantive services provided by the Secretariat
	(ii) Percentage of members of the International Narcotics Control Board expressing full satisfaction with the quality and timeliness of substantive services provided by the Secretariat to the Board
(b) Enhanced drug control and strengthened legal regimes against crime, corruption and terrorism	(b) (i) Increased number of parties ratifying and implementing the United Nations Convention against Transnational Organized Crime and its Protocols, drawing on the assistance of the United Nations Office on Drugs and Crime
	(ii) Increased number of Member States ratifying and implementing the United Nations Convention against Corruption, drawing on the assistance of the United Nations Office on Drugs and Crime
	(iii) Increased number of parties ratifying and implementing all of the first 12 universal legal instruments against terrorism as well as the thirteenth instrument, the International Convention for the Suppression of Acts of Nuclear Terrorism

(c) Enhanced capacity of Member States to comply with the provisions of the international instruments on drug control, crime, corruption, and terrorism	(c) Increased number of coun adopted national laws incorpor provisions of treaties and conv drugs, crime and the preventio all its forms and manifestations
(d) Strengthened criminal justice systems through effective use and application of standards and norms	(d) Increased number of coun adopted national laws and admi structures and practices consist Nations standards and norms

Strategy

13.10 The Division for Treaty Affairs is responsible for the subprogramme. Th objective will be achieved by pursuing a multi-pronged strategy consisting main of: (a) promoting the ratification and implementation of the internation instruments on drugs, crime, corruption and terrorism in all its forms ar manifestations, especially by providing legal advisory, legislative and relate institutional capacity-building support services and training, and facilitating transf of related expertise; (b) strengthening the capacity of national criminal justic systems to apply counter-terrorism legislation in conformity with the rule of law an cooperating closely with the Counter-Terrorism Committee of the Security Counci (c) promoting international cooperation among countries, especially in extraditio mutual legal assistance and asset recovery, with regard to drugs, crime, corruptio and terrorism in all its forms and manifestations; (d) promoting the furthe development, as well as use and application of United Nations standards and norm in crime prevention and criminal justice, with a view to facilitating polic elaboration and application, particularly by emphasizing a holistic approach t strengthening criminal justice systems; (e) performing secretariat functions for th Conference of the States Parties to the Convention against Corruption and th Conference of Parties to the United Nations Convention against Transnationa Organized Crime and the Protocols thereto in force; (f) providing technical an substantive support to the Commission on Narcotic Drugs, the Commission o Crime Prevention and Criminal Justice and the United Nations Congress on Crim Prevention and Criminal Justice, the Economic and Social Council and the Genera Assembly; (g) assisting the International Narcotics Control Board to monitor an foster compliance by Governments with the international drug control treaties; an (h) coordinating and collaborating with other relevant actors, especially th institutes comprising the United Nations crime prevention and criminal justic network.

Subprogramme 3
Technical assistance and advice

Objective of the Organization: To sustainably reduce drug abuse, illicit drug production and drug trafficking, trafficking in human beings, money-laundering, corruption, terrorism in all its forms and manifestations and other forms of transnational crime and to assist Member States, upon request, with the prevention and treatment of drug abuse and with domestic criminal justice issues, including criminal justice reform.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Enhanced application of the rule of law	(a) (i) Increased number of countries utilizing tools, manuals and training material for improving criminal justice procedures and practices, in particular in relation to vulnerable groups, such as women and children
	(ii) Increased number of countries with improved anti-corruption mechanisms in both the justice and public sectors
	(iii) Increased number of post-conflict and transitional countries utilizing tools, manuals and training material for improving criminal justice procedures and practices
(b) Strengthened capacity of Member States to adopt and implement prevention and rehabilitation strategies against illicit drugs and crime	(b) (i) Number of countries which have adopted and implemented preventive strategies in line with international standards and norms
	(ii) Increased percentage of countries that provide access to quality service for treatment and rehabilitation
	(iii) Increased assistance to national HIV/AIDS prevention and care programmes for drug users and to such programmes in prisons and for potential and actual victims of human trafficking
	(iv) Increased assistance to more countries for the implementation of effective national action-oriented demand reduction strategies in order to achieve measurable results in the reduction of drug abuse

(c) Enhanced capacity of Member States to enforce measures to counter criminal activity, including corruption, money-laundering, trafficking in human beings, smuggling of migrants, fire arms and illicit drug production and trafficking	(c) (i) Increased number of cr systems that are in line with standards and norms
	(ii) Increased assistance to countries for the implementa effective sustainable illicit cr elimination strategies
	(iii) Increased assistance to countries for the implementa action-oriented programmes achieving measurable results against illicit drug traffickin
(d) Reduction in illicit crop cultivation through alternative development and sustainable livelihoods	(d) (i) Increased access of affe countries to advisory service increased international assist affected countries to provide financial and technical assist alternative development prog including preventive alternat development and the implem sustainable livelihood
	(ii) Increased number of co countries assisted in providin development assistance to fa
(e) Enhanced capacity of transit countries in their fight against illicit drug trafficking	(e) Increased assistance to transi upon request, to address their spec fighting against illicit drug traffick

Strategy

13.11 The Division for Operations has primary responsibility for the subprogramme. The strategy for achieving the objective will include: (a) the development and dissemination of manuals and tool kits and international standards and norms; (b) the provision of assistance to Member States, upon request, to enhance national justice systems through various forms of technical cooperation, including knowledge transfer and training, advisory services and equipment, focusing in particular on capacity-building in drug control and crime prevention, with special attention to the impact of drug and crime-related problems on the population; (c) acting as a catalyst and working in partnership with other organizations to achieve efficient and optimum results.

Legislative mandates

Conventions

Single Convention on Narcotic Drugs of 1961 as amended by the 1972 Protocol

Convention on Offenses and Certain Other Acts Committed on Board Aircraft (1963)

Convention for the Suppression of Unlawful Seizure of Aircraft (1970)

Convention on Psychotropic Substances of 1971

Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1971)

Convention on the Prevention and Punishment of Crimes against Internationally Protected Persons (1973)

International Convention against the Taking of Hostages (1979)

Convention on the Physical Protection of Nuclear Material (1980)

Protocol for the Suppression of Unlawful Acts of Violence at Airports Serving International Civil Aviation, supplementary to the Convention for the Suppression of Unlawful Acts against the Safety of Civil Aviation (1988)

Convention for the Suppression of Unlawful Acts against the Safety of Maritime Navigation (1988)

Protocol for the Suppression of Unlawful Acts against the Safety of Fixed Platforms Located on the Continental Shelf (1988)

United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances of 1988

Convention on the Marking of Plastic Explosives for the Purpose of Detection (1991)

International Convention for the Suppression of Terrorist Bombings (1997)

International Convention for the Suppression of the Financing of Terrorism (1999)

United Nations Convention against Transnational Organized Crime and its three Protocols (2000 and 2001, entry into force: 2003)

United Nations Convention against Corruption (2003, entry into force: 2005)

International Convention for the Suppression of Acts of Nuclear Terrorism (2005)

General Assembly resolutions

46/152	Creation of an effective United Nation crime prevention and criminal justice programme
51/59	Action against corruption
51/60	United Nations Declaration on Crime and Public Security
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions

60/131	Implementation of the World Programme of Action Concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/139	Violence against women migrant workers
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/141	The girl child
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/143	Inadmissibility of certain practices that contribute to fuelling contemporary forms of racism, racial discrimination, xenophobia and related intolerance
60/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/166	Elimination of all forms of intolerance and of discrimination based on religion or belief
60/169	Protection of migrants
60/211	Human resources development
60/227	International migration and development

Economic and Social Council resolutions

2002/26	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2003/11	Policies and programmes involving youth

Economic Commission for Latin America and the Caribbean resolutions

564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
571 (XXVII)	Poverty, population and fiscal expenditures

598 (XXX)	Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
608 (XXX)	Promotion of coordination in studies and activities concerning South America
609 (XXX)	Financing and management of education
615 (XXXI)	International migration

Subprogramme 5
Mainstreaming the gender perspective in regional development

General Assembly resolutions

58/145	Convention on the Elimination of All Forms of Discrimination against Women
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/206	Women in development
58/207	Human resources development
59/248	World survey on the role of women in development
59/168	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
59/174	Second International Decade of the World's Indigenous People
60/35	Enhancing capacity-building in global public health
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth study on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

60/141	The girl child
60/157	The right to development
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/169	Protection of migrants
60/230	Convention on the Elimination of All Forms of Discrimination against Women
60/210	Women in development

Economic and Social Council resolutions

2001/5	Agreed conclusions of the Commission on the Status of Women on thematic issues
2003/44	Agreed conclusions of the Commission on the Status of Women on participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2003/49	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system

Economic Commission for Latin America and the Caribbean resolutions

558 (XXVI)	Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
568 (XXVII)	Follow-up to the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
571 (XXVII)	Poverty, population and fiscal expenditures
576 (XXVIII)	Follow-up to the Regional Programme of Action for the Women of Latin America and the Caribbean, 1995-2001
598 (XXX)	Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
605 (XXX)	Regional Conferences on Women in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration
618 (XXXI)	Regional Conferences on Women in Latin America and the Caribbean

Subprogramme 6
Population and development

General Assembly resolutions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
58/134	Follow-up to the Second World Assembly on Ageing
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
58/208	International migration and development
59/150	Follow-up to the Second World Assembly on Ageing
59/174	Second International Decade of the World's Indigenous People
59/241	International migration and development
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/135	Follow-up to the Second World Assembly on Ageing
60/139	Violence against women migrant workers
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/169	Protection of migrants
60/227	International migration and development

Economic Commission for Latin America and the Caribbean resolutions

555 (XXVI)	Latin American Demographic Centre
556 (XXVI)	Latin American and Caribbean Regional Plan of Action on Population and Development
569 (XXVII)	Latin American and Caribbean Demographic Centre — Population Division of ECLAC

571 (XXVII)	Poverty, population and fiscal expenditures
590 (XXIX)	Population and development: priority lines of action for 2002-2004
604 (XXX)	Populations and development: priority activities for 2004-2006
608 (XXX)	Promotion of coordination in studies and activities concerning South America
615 (XXXI)	International migration
616 (XXXI)	Population and Development: Priority activities for the period 2006-2008

Subprogramme 7

Planning of public administration

General Assembly resolutions

58/231	Public administration and development
59/55	Public administration and development

Economic Commission for Latin America and the Caribbean resolutions

340 (AC.66)	Eighth extraordinary session of the Committee of the Whole of ECLAC
552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
554 (XXVI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
581 (XXVIII)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
597 (XXX)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning
608 (XXX)	Promotion of coordination in studies and activities concerning South America
630 (XXXI)	Support for the work of the Latin American and Caribbean Institute for Economic and Social Planning

Subprogramme 8
Sustainable development and human settlements

General Assembly resolutions

56/199	Protection of global climate for present and future generations of mankind
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
57/253	World Summit on Sustainable Development
58/226	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and the strengthening of the United Nations Human Settlements Programme (UN-Habitat)
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
59/237	United Nations Decade of Education for Sustainable Development
59/239	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/198	Sustainable mountain development
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
60/200	International Year of Deserts and Desertification, 2006
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
598 (XXX)	Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
594 (XXIX)	World Summit on Sustainable Development
602 (XXX)	Monitoring Sustainable Development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 9
Natural resources and infrastructure

General Assembly resolutions

56/199	Protection of global climate for present and future generations of mankind
58/201	Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries
58/210	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme 1996-2005
58/217	International Decade for Action, "Water for Life", 2005-2015
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/242	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
59/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources

59/245	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
60/5	Improving global road safety
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/199	Promotion of new and renewable sources of energy, including the implementation of the World Solar Programme
60/208	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation

Economic and Social Council resolutions and decisions

2003/61	Future programme, organization and methods of work of the Commission on Sustainable Development (subprogrammes 8 and 9)
2004/233	United Nations Framework Classification for Fossil Energy and Mineral Resources

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
564 (XXVII)	Aruba resolution on the fiscal covenant: strengths, weaknesses, challenges
602 (XXX)	Monitoring sustainable development in Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America

Subprogramme 10
Statistics and economic projections

General Assembly resolutions

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

Economic and Social Council resolutions

2000/7	Establishment of the Statistical Conference of the Americas of the Economic Commission for Latin America and the Caribbean

Economic Commission for Latin America and the Caribbean resolutions

580 (XXVIII)	Establishment of the statistical conference of the Americas of the Economic Commission for Latin America and the Caribbean
598 (XXX)	Implementation of participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
599 (XXX)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean
608 (XXX)	Promotion of coordination in studies and activities concerning South America
617 (XXXI)	Statistical Conferences of the Americas of the Economic Commission for Latin America and the Caribbean

Subprogramme 11
Subregional activities in Mexico and Central America

General Assembly resolutions

58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
56/182	Science and technology for development

58/117	International assistance to and cooperation with the Alliance for the Sustainable Development of Central America
58/214	International Strategy for Disaster Reduction
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
58/228	Third United Nations Conference on the Least Developed Countries
59/174	Second International Decade of the World's Indigenous People
58/239	The situation in Central America: progress in fashioning a region of peace, freedom, democracy and development
59/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
59/241	International migration and development
59/244	Third United Nations Conference on the Least Developed Countries
59/233	Natural disasters and vulnerability
59/231	International Strategy for Disaster Reduction
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth studies on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/205	Science and technology for development
60/211	Human resources development

60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala
60/227	International migration and development

Economic and Social Council resolutions

2003/17	Programme of Action for the Least Developed Countries
2004/46	Support for the United Nations Stabilization Mission in Haiti
2004/52	Long-term programme of support for Haiti
2004/68	Science and technology for development

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
606 (XXX)	Support for the United Nations Stabilization Mission in Haiti
615 (XXXI)	International migration
622 (XXXI)	Central American Economic Cooperation Committee
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
629 (XXXI)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Subprogramme 12
Subregional activities in the Caribbean

General Assembly resolutions

56/182	Science and technology for development
57/41	Cooperation between the United Nations and the Caribbean Community
57/261	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
57/262	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
S-22/2	Declaration and state of progress and initiatives for the future implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
58/148	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly

58/214	International Strategy for Disaster Reduction
58/218	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
59/227	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
59/311	International Meeting to Review the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/230	Promoting an integrated management approach to the Caribbean Sea area in the context of sustainable development
59/229	Further implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
59/138	Cooperation between the United Nations and the Caribbean Community
60/130	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
60/136	In-depth study on all forms of violence against women
60/137	United Nations Development Fund for Women
60/138	Improvement of the situation of women in rural areas
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/189	Report of the Governing Council of the United Nations Environment Programme on its twenty-third session
60/193	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development
60/194	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability
60/205	Science and technology for development
60/211	Human resources development

Economic and Social Council resolutions

2004/46	Support for the United Nations Stabilization Mission in Haiti
2003/51	Implementation of the Declaration of the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
2004/52	Long-term programme of support for Haiti
2004/53	Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples by the specialized agencies and the international institutions associated with the United Nations
2004/68	Science and technology for development

Economic Commission for Latin America and the Caribbean resolutions

552 (XXVI)	Strengthening sustainable development in Latin America and the Caribbean
574 (XXVII)	Participation of ECLAC associate member countries in the follow-up to United Nations world conferences and in the work of the Economic and Social Council
587 (XXIX)	Caribbean Development and Cooperation Committee
600 (XXX)	Caribbean Development and Cooperation Committee
606 (XXX)	Support for the United Nations Stabilization Mission in Haiti
615 (XXXI)	International migration
621 (XXXI)	Caribbean Developments and Cooperation Committee
624 (XXXI)	Support for the United Nations Stabilization Mission in Haiti
629 (XXXI)	Follow-up to the Plan of Action for the Information Society in Latin America and the Caribbean

Programme 18
Economic and social development in Western Asia

Overall orientation

18.1 The overall orientation of programme 18 is to foster comprehensive, equitable, integrated and sustainable development and economic and social cooperation in the region and to maintain and strengthen economic relations between the member countries of the Economic and Social Commission for Western Asia (ESCWA) and other countries of the world. ESCWA is responsible for the implementation of the programme.

18.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) of 9 August 1973 and 1985/69 of 26 July 1985, establishing ESCWA and amending its terms of reference to underscore the social functions of the Commission. Further direction is provided in ESCWA resolution 220 (XX) of 27 May 1999, by which the ESCWA member countries adopted the Beirut Declaration, which envisioned an enhanced role for the Commission at the regional level, and by the recommendation of the Commission at its twenty-first session (May 2001) that activities focus on a limited number of priorities, on Arab regional integration and on the study of mechanisms that would activate such integration (see E/2001/41, para. 82). The internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and international agreements since 1992, dealing with such matters as trade, sustainable development, social development, finance and information and communication technologies, provide further policy direction to the programme.

18.3 Political instability, foreign occupation and the lack of adequate structural reforms influence economic performance in the countries of the region. While recent hikes in international energy prices have brought a surge of economic boom in most energy exporting countries of the region, other countries continue to face difficulties in mobilizing domestic and foreign direct investment. The region is in need of economic and social policies that ensure social justice and equitable distribution of wealth. The prevalence of technology in the region, especially information and communication technologies — a powerful enabler of development — remains below the international average.

18.4 Furthermore, the region has the second highest population growth in the world, following Africa, creating increasing demand for food, water and energy and adequate infrastructure to provide basic shelter, education, health care and other social services and productive employment opportunities. This requires the countries of the region to coordinate efforts and mobilize more resources for the provision of regional public goods, including water management, environmental sustainability, the social safety net and coordination and harmonization in trade policies and procedures, transport infrastructure and conflict resolution and peacebuilding.

18.5 The countries of the region also continue to experience some of the highest unemployment rates in the world, especially among the youth. Migration, both towards and away from ESCWA countries, is a regional issue that needs to be addressed within the framework of international human rights treaties, taking into account regional economic considerations. Women's equal right to and opportunity for economic and political participation should be further encouraged, although the region has achieved general success in making the secondary and tertiary education systems far more accessible to both sexes equally. Among the vulnerable groups, those who suffer most live in the least developed and conflict-stricken countries of the region.

18.6 There persists a strong need to improve the institutional capacity to produce timely, reliable and comparable statistics for policy and programme formulation and for monitoring the progress made towards the achievement of internationally agreed development goals, including the Millennium Development Goals. Regular monitoring of the effects of foreign occupation on economic and social development in the region is increasingly becoming important.

18.7 For the biennium 2008-2009, ESCWA will pursue the programme objective by promoting economic and social integration among its member countries at the subregional and regional levels and fostering solidarity in the international political arena and global economy. Such regional integration between member countries could be scaled up to cover the Arab region through strategic partnerships with subregional and regional organizations, especially the League of Arab States (LAS) and the Gulf Cooperation Council (GCC). The programme will focus on the four regional priority areas: (a) managing water and energy; (b) promoting integrated social policies; (c) stimulating economic development and integration in the increasingly globalizing world; and (d) accelerating the introduction and development of technology, especially information and communication technology. Throughout the programme, the emphasis will be placed on the effective participation and involvement of women and their advancement, special consideration for the people living in conflict-stricken countries and statistical capacity development. Attention should be focused on Arab regional integration and the study of mechanisms that would activate this integration.

18.8 ESCWA will carry out analytical and normative work, building on its accumulated knowledge and multidisciplinary expertise, which will be supported by the provision of technical cooperation. It will also facilitate multilateral dialogue, knowledge-sharing and networking on the outcome of the Commission's work and the national, regional and global development issues. In addition, ESCWA will provide a regional platform for the member countries to formulate and implement regional initiatives, agreements and programmes.

18.9 It is expected that regional support provided by ESCWA will contribute towards: (a) increased national capacity to formulate and implement economic and social policies and programmes that are pro-poor and inclusive, and to tackle transboundary issues; (b) provision of joint responses to address multifaceted problems encountered by the countries in the region through the coordinated efforts and consolidated resources of the United Nations entities; (c) enhanced work of the Economic and Social Council and its functional commissions for the review and assessment of progress made in implementing the outcomes of United Nations conferences and summits in the economic, social and related fields; and (d) increased knowledge-sharing and South-South cooperation among the countries in the region and with countries in other regions, thereby promoting regional and interregional cooperation.

18.10 The programme will be harmonized through regular interaction with the other entities of the Executive Committee on Economic and Social Affairs and the entities of the United Nations Development Group. The latter will be achieved through the Regional Coordination Group, which is led by ESCWA. ESCWA will enhance its collaboration with the subregional office for North Africa of the Economic Commission for Africa to ensure synergies in thematic and operational work and to bring its expertise to the countries in the North African subregion, which share common language and cultural values.

18.11 For the period 2008-2009, subprogrammes 3 and 4 are proposed to be merged into one subprogramme. An internal review carried out in December 2005 demonstrated that many mandates were common to both subprogrammes. Hence, issues of economic growth and development and financing for development issues, including the implementation of the Monterrey Consensus, which have been dealt with by two subprogrammes in the past few years, are proposed to become the responsibility of subprogramme 3, Economic development and integration, to complement and increase synergy. Consolidating the two subprogrammes will also facilitate the strategic repositioning of economic analysis work with a view to making it more objective-oriented, that is, geared to achieving sustained high growth, employment creation and/or poverty alleviation, on the one hand, and creating space for operationalizing findings, conclusions and recommendations of studies and meetings into policy advice and capacity development, on the other.

18.12 Furthermore, a new subprogramme 7 is proposed on conflict mitigation and development that will address the impact of the persistent instability and conflict on economic and social development in Western Asia, which affects not only the countries concerned but also neighbouring countries and the region as a whole. The subprogramme aims to give concrete expression to the interlinkages between peace and security, development and human rights, in accordance with the 2005 World Summit Outcome and relevant ESCWA resolutions. The subprogramme focuses on pursuing sustainable development goals in a context of tension and insecurity to address the increasing poverty levels and the deteriorating quality of life in the afflicted areas. It will also increase understanding of the causes of conflict and instability to enable the countries to take appropriate measures to reduce their vulnerability, strengthen advocacy and capacity-building on issues of good governance and promote the replication of good practices.

Subprogramme 1
Integrated management of natural resources for sustainable development

Objective of the Organization: To improve the sustainable management of natural resources in the region, with particular emphasis on water, energy and the production sectors, taking into account environmental considerations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of member countries to formulate, adopt and implement policies and measures to improve the sustainable management of natural resources, with particular emphasis on the fulfilment of the Millennium Development Goals	(a) (i) Increased number of policies and measures adopted by member countries of the region for achieving the Millennium Development Goals (goals 1 and 7) (ii) Increased number of member countries developing, adopting and/or implementing policies and measures to improve the sustainable management of energy and water resources
(b) Enhanced capacity of member countries to apply best practices and methods for improving sustainable rural development and increasing competitiveness of the small and medium enterprises using environmentally sound technology	(b) (i) Increased number of member countries applying best practices and methods to promote sustainable rural development (ii) Increased number of measures and best practices or initiatives adopted to enhance the competitiveness of small and medium enterprises using environmentally sound technology
(c) Improved cooperation among member countries on energy and water issues, including the prevention of water and environment-related disputes	(c) (i) Increased number of member countries requesting ESCWA to enhance their negotiation skills for the joint management of shared water resources (ii) Increased number of projects and actions undertaken by member countries through regional cooperation mechanisms on water and energy
(d) Increased use by member countries of tools and techniques to enhance productivity and competitiveness in the production sectors	(d) Number of countries adopting innovative technology and management initiatives to enhance competitiveness and more sustainable and efficient use of such technology

Strategy

18.13 The responsibility for implementing this subprogramme lies with the Sustainable Development and Productivity Division. The subprogramme will concentrate on facilitating the formulation and implementation of sustainable development strategies, policies and programmes in light of the relevant global mandates arising from the 2005 World Summit, the Johannesburg Plan of Implementation and the Millennium Development Goals, particularly goal 1 (eradicate extreme poverty and hunger) and goal 7 (ensure environmental sustainability), including improved access to safe drinking water and basic sanitation to a wider section of the region's population. The subprogramme will continue to advocate sustainable production and consumption patterns of water and energy resources and serve as a forum for promoting policy dialogue as a means to enhance synergy among the member countries of the Commission on sustainable development priority issues; facilitate cooperation among its member States, in particular in the management of shared water resources and the development of energy networks, and enhance negotiation skills to prevent water and environment-related disputes; support national and regional capacity-building, especially in the field of integrated management of water resources, energy efficiency, renewable energy and technology applications; and assist member countries in building capacity for sustainable rural development.

18.14 This will be achieved by undertaking research and analytical studies, convening meetings and seminars, disseminating best practices and building capacity through workshops and advisory services on priority sustainable development issues related to water, energy, the environment and the production sectors.

18.15 The subprogramme will also further develop its partnership with LAS, promote the existing ESCWA regional mechanisms on energy and water, facilitate the establishment of coordination mechanisms for monitoring and reporting on environmental issues and assist member States to strengthen the capacity of small and medium enterprises to take advantage of new management practices and the harnessing of technologies that can enhance their competitiveness and productivity in a sustainable manner.

Subprogramme 2
Integrated social policies

Objective of the Organization: To strengthen national capacity to achieve inclusive, equitable and sustainable social development that is region-specific and culturally sensitive.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member countries to promote and formulate integrated social development policies that are region-specific and culturally sensitive to achieve social equity, poverty reduction and sustainable population	(a) (i) Increased number of government offices/civil society organizations that initiated, with ESCWA assistance, advocacy and awareness-raising activities to promote the development of integrated social development policies that are region-specific and culturally sensitive (ii) Increased number of member countries that initiated, with ESCWA assistance, the formulation of integrated social development policies (iii) Increased number of sectoral development policies, plans and/or programmes initiated with ESCWA assistance, with special emphasis on youth and migration
(b) Increased capacity of member countries to develop and operationalize intersectoral social development plans, programmes and/or projects that focus on youth, migrant workers, persons with disabilities and the rural and urban poor	(b) Increased number of intersectoral social development plans, programmes and/or projects that target capacity-building in response to women, youth and persons with disabilities with ESCWA assistance

Strategy

18.16 The responsibility for implementing the subprogramme lies with the Social Development Division. The subprogramme provides a neutral forum for promoting policy dialogue, networking and replication of best practices among the member countries.

18.17 It will continue to advocate and enhance the capacity of member countries to formulate coherent and integrated social policies, including appropriate population and migration policies and national urban policies and policies that focus on women, youth and persons with disabilities. The subprogramme will assist member countries in the implementation of the plans of action of the relevant global conferences, with a focus on the Millennium Development Goals.

18.18 Increased attention will be focused in 2008-2009 on intersectoral social development programmes and projects, with particular regard to poverty and unemployment reduction, with a focus on youth, women and persons with disabilities, to enable the region to benefit from their huge potential and move towards greater social equity.

18.19 To achieve the expected accomplishments, the subprogramme will undertake analytical work, conduct meetings and carry out technical cooperation activities, including training workshops and programmes, field projects and advisory services on priority social issues. It will promote and advocate partnerships between stakeholders, especially at the local and national levels, to enhance the participatory approach, in order to draw suitable social policies that take into consideration the needs and requirements of all segments of the population. This approach has proved to increase the chances of success of such policies.

18.20 Partnership will be forged with other related United Nations organizations, such as the United Nations Population Fund, the Department of Economic and Social Affairs, the International Labour Organization and the United Nations Human Settlements Programme, with regional organizations, such as LAS and its relevant subsidiary bodies, and with civil society, including local communities and non-governmental organizations.

Subprogramme 3
Economic development and integration

Objective of the Organization: To strengthen the capacity of member countries to design and implement sound economic policies and strategies for sustainable economic growth and poverty alleviation and for regional integration in a globalizing world.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased knowledge among stakeholders in the region of the issues that should be taken into account in designing and implementing suitable macroeconomic policies and strategies for sustainable economic growth, employment creation and poverty alleviation in line with the Millennium Development Goals	(a) (i) Increased number of stakeholders in the region acknowledging that they benefited from ESCWA macroeconomic analysis, policy recommendations and forecasts (ii) Increased number of requests for technical assistance to promote and implement macroeconomic policy and financing for development measures, based on ESCWA work
(b) Enhanced capacity of the member countries to negotiate and implement subregional, regional and multilateral trade and investment agreements designed to promote interregional and intraregional trade and investment flows	(b) (i) Increased number of member countries accepting and/or adopting trade negotiation proposals and facilitation schemes/measures suggested by ESCWA (ii) Increased number of member countries negotiating and implementing trade agreements designed to promote interregional and intraregional trade flows with ESCWA support

	(iii) Increased number of member countries negotiating and implementing investment agreements designed to promote interregional and intraregional investment flows as well as integrating the Monterrey Consensus into their economic strategies and policies, with ESCWA support
(c) Strengthened capacity of member countries to formulate and implement policies and programmes for improving transport infrastructure and logistics within the framework of the Integrated Transport System in the Arab Mashreq (ITSAM)	(c) (i) Percentage of the length of the ITSAM road network that meets the requirements of the Agreement on International Roads in the Arab Mashreq (ii) Increased number of policy measures adopted by member countries in relation to the implementation of ITSAM
(d) Greater participation in the multilateral trading system	(d) Increased number of rules, regulations and policies adopted by member countries in conformity with World Trade Organization provisions and regional agreements
(e) Increased facilitation of transboundary flows of goods, services, persons and capital among member countries	(e) Number of countries accepting and/or adopting harmonization schemes proposed by ESCWA in order to facilitate transboundary flows of goods, persons and capital

Strategy

18.21 The responsibility for implementing this subprogramme lies with the Economic Development and Integration Division. The Millennium Development Goals, the Monterrey Consensus on Financing for Development and relevant General Assembly and ESCWA resolutions, and the Doha Development Agenda provide the legislative authority for the subprogramme.

18.22 With economic growth in the region closely tied to the performance of the oil sector and characterized by big fluctuations and low trickle-down effects to the rest of the economy as well as the low absorption of labour, the subprogramme will address issues of economic diversification in relation to growth-fostering policies. Hence, it will focus on providing in-depth analyses, including on the social impact of economic development, and disseminate forecasts of economic growth to assist the member countries to adopt corrective policies for more balanced socio-economic development and growth, and for achieving the relevant Millennium Development Goals in the region.

18.23 The subprogramme provides the forum for member countries to discuss key regional issues and reach common understanding. It will continue to advocate the need for strengthening regional economic cooperation and integration as the means of widening the regional market to increase competitiveness, reduce risks and uncertainties and facilitate integration in the global economy.

18.24 Support will be provided to the member countries in implementing the recommendations of the Monterrey Consensus on Financing for Development, with emphasis on an integrated approach, and work towards achieving the goals of the Consensus. This includes increasing the capacity of member countries to formulate and implement appropriate domestic resource mobilization strategies, sound investment policies, improved foreign-debt management schemes and more effective trade policies.

18.25 The need is evident to enhance the region's capacity to formulate and implement trade policies in a coherent manner, ensuring that development is incorporated into the trade agenda. This would necessitate building the capacities of trade officials involved in trade negotiations and trade facilitation measures, in particular through information and communication technology applications.

18.26 Despite the various efforts made towards regional integration among member States in the 1950s, the basic requirements for achieving economic integration have not been established. In a world moving increasingly towards the establishment of large economic blocs, regional economic integration becomes a matter of vital importance. Two major impediments to regional and international integration and increased competitiveness are backwardness of the transport sector and obstacles and barriers to participation in the multilateral trading system.

18.27 ESCWA will also continue its pioneering work on ITSAM, including the implementation and monitoring of the international transport agreements and the harmonization and simplification of border-crossing and transit procedures. Moreover, an action plan on road safety in member countries will be developed.

18.28 The subprogramme will achieve its expected accomplishments through analytical studies, expert group meetings and technical cooperation activities, comprising capacity-building workshops, advisory services, networking and knowledge-sharing as well as field projects. Attention will be provided to outreach and to increase the interaction between officials in the region through networking arrangements that would facilitate the exchange of experiences and lessons learned and enhance dialogue.

18.29 Emphasis will also be placed on strengthening the negotiation skills of member States in respect of the World Trade Organization negotiation process, continuing to increase their understanding of the opportunities and challenges presented by the World Trade Organization as well as regional integration agreements, defining obstacles and barriers to participation in the multilateral trading system and organizing awareness drives on the role of the Arab free-trade area and other bilateral agreements. Support will be provided in enhancing regional development by analysing existing credit and investment policies and formulating specific recommendations for the improvement of existing investment laws, regulations and incentives in order to increase significantly the attractiveness of member countries to domestic and foreign investors, with particular emphasis on interregional capital flows and the return of capital invested outside the region.

18.30 This will be achieved by further strengthening partnership with relevant United Nations organizations such as the United Nations Conference on Trade and Development, the World Trade Organization, the Department of Economic and

Social Affairs and the other regional commissions, as well as regional organizations, mainly LAS and GCC and their subsidiary bodies. Close cooperation with non-governmental organizations, chambers of commerce and other relevant private sector enterprises will also be pursued.

Subprogramme 4
Information and communication technology for regional integration

Objective of the Organization: To narrow the digital divide and build an inclusive, people-centred and development-oriented information society in accordance with internationally agreed development goals and objectives.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased implementation of the Regional Plan of Action for Building the Information Society, particularly in relation to the information and communication technology sector	(a) (i) Increased number of member countries implementing policies and plans of action to enhance the information and communication technology sector
	(ii) Increased number of core information and communication technology indicators measured by all member countries
(b) Enhanced capacity of member countries to provide e-services in Arabic targeting socio-economic development	(b) (i) Increased number of information and communication technology applications deployed by member countries to provide e-services with ESCWA assistance
	(ii) Increased number of information and communication technology field projects initiated or promoted by ESCWA that target government services and local community development

Strategy

18.31 The responsibility for implementing this subprogramme lies with the Information and Communication Technology Division. In follow-up to the World Summit on the Information Society Tunis Agenda for the Information Society and the efforts made in implementing the ESCWA Regional Plan of Action for Building the Information Society, the subprogramme will strive to adapt the Tunis Agenda to better serve the region and fine-tune plans of action to build an inclusive, people-centred information society based on productive national information and communication technology sectors.

18.32 Western Asia suffers from a widening digital divide: internally, between Gulf and other member countries, on the one hand, and between cities and rural areas, on the other; and externally, between the region and other regions of the world. Currently, information and communication technology indicators for the region as a whole are lower than world averages. At the same time, the region has development potential that needs to be harnessed in building the information society, particularly in terms of the common language and cultural heritage. Greater efforts need to be deployed in increasing literacy and education levels and tapping human resources and talents, especially among women and the growing youth population.

18.33 The subprogramme will carry out analytical studies, convene meetings and provide advisory services to support this endeavour and act as a catalyst for the member countries to trigger changes in policymaking and continue to develop a comprehensive set of information and communication technology indicators that would help strategic decision-making in identifying priority areas of policy action. It will also assess and revise plans of action, monitor progress, evaluate impacts and benchmark national development with other countries, with a view to improving the productivity and competitiveness of the information and communication technology sector in the region.

18.34 To enhance national capacity and to take advantage of the digital opportunities pertaining to socio-economic development in the region, pilot field projects will be implemented in selected ESCWA member countries. To build a people-centred information society, field projects will incorporate a social dimension through the active involvement of local communities, with a focus on youth employment and empowerment of women.

18.35 The subprogramme will also place special emphasis on harnessing the development of information and communication technology thematic applications, such as e-government and digital Arabic content, with the aim of building on information and communication technology as an agent of change to empower citizens and improve their quality of life.

18.36 Leveraging on previous years' accomplishments for activating partnerships for implementing information and communication technology projects, the subprogramme will enhance regional collaboration and partnerships in activities leading to an inclusive, people-centred information society and contribute to fund-raising efforts aimed at harnessing information and communication technology for socio-economic development. To this end, it will promote the establishment of mechanisms to exchange information and share knowledge among regional players and those outside the region. The subprogramme will also seek close coordination and joint efforts with the other ESCWA subprogrammes and with international regional organizations for more effective results.

Subprogramme 5
Statistics for evidence-based policymaking

Objective of the Organization: To enhance the capacity of member countries to produce and disseminate timely, accurate and comparable socio-economic statistics and indicators to be used by national and international decision makers and civil society for evidence-based policymaking.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of member countries to improve the national institutional framework for official statistics	(a) (i) Increased number of member countries taking measures to improve their national institutional framework for official statistics (ii) Increased number of member countries committing to implement the United Nations Statistical Commission's Fundamental Principles of Official Statistics
(b) Strengthened capacity of member countries to participate effectively in the 2010 round of population censuses, household surveys and other surveys as a statistical requisite for the attainment of the Millennium Development Goals by 2015	(b) (i) Increased number of member countries taking concrete measures with ESCWA assistance to participate effectively in the 2010 round (ii) Increased number of member countries that provide the ESCWA repository of data with at least 60 per cent of the core set of development indicators, including the Millennium Development Goals and gender dimension

Strategy

18.37 The responsibility for implementing a subprogramme lies with the Statistics Division. The subprogramme plays a central role in promoting international statistical standards and providing a regional statistical forum. It aims at strengthening the capacity of the national statistical systems of the region to produce and disseminate, in a timely manner and in keeping with international standards and best practices, the statistical information and development indicators needed to design and monitor evidence-based economic and social policies for national decision makers and civil society.

18.38 The subprogramme will focus on strengthening statistical systems in the member countries in order to harmonize with the United Nations Fundamental Principles of Official Statistics. This will be done by monitoring the implementation and adherence to those principles, promoting and providing support to formulate national statistical development strategies to improve national statistical institutional frameworks and achieve national development goals, including those contained in the Millennium Declaration.

18.39 Recognizing that the period 2008-2009 will be crucial for the member Governments to prepare for the 2010 round of population and housing censuses, the subprogramme will give special focus to the capacity-building of member countries in implementing the recommendations for the 2010 round as well as their capacity in preparing and undertaking household, labour force and other related surveys to collect vital data needed for the policymakers and government officials, and for the private sector and civil society. The subprogramme will also continue to focus due attention on the 1993 System of National Accounts and trade and sectoral statistics, and support the member countries in improving existing gaps in the coverage, transparency and quality of statistics and metadata in compliance with agreed international standards.

18.40 The objective of the subprogramme will be achieved through the organization of meetings and workshops, networking and knowledge-sharing, implementing technical cooperation projects and providing advisory services and expertise to the national statistical offices, in particular where ESCWA has an added value in reflecting the specificity of the region. Greater effort will be made to increase the added-value in its statistical publications by increased use of estimation to fill gaps in statistics and improve their quality.

18.41 The subprogramme will implement its work in partnership with the Statistical Division in the Department of Economic and Social Affairs of the United Nations Secretariat and other regional commissions, regional organizations such as LAS and GCC, as well as other statistical departments through joint meetings, publications, data compilation and sharing to ensure coherence and exploit synergy at the regional and national levels.

Subprogramme 6
Advancement of women

Objective of the Organization: To foster greater participation of women in public life for equality between women and men by contributing to reducing gender imbalances and empowering women.

Expected accomplishments of the Secretariat	Indicators of achievement
Strengthened capacity of national mechanisms and civil society institutions for the empowerment and advancement of women to address gender imbalances and mainstream a gender perspective, with special emphasis on the participation of women in legislative and executive authorities	(i) Increased number of member countries applying policy options for the empowerment and advancement of women (ii) Increased number of measures taken by member countries to increase the participation of women in policy and decision-making

Strategy

18.42 The responsibility for implementing the subprogramme lies with the ESCWA Centre for Women. Taking into account the Convention on the Elimination of Discrimination against Women, the Beijing Platform for Action and its 10-year review and the Beirut Declaration on Arab Women Ten Years after Beijing: Call for Peace, adopted by the twenty-third session of the Commission, the subprogramme will focus on policy advocacy and capacity-building for increasing the number of women in parliament and at the executive level, as a means for enhancing the ratio of women in decision-making positions. This has proved to be a useful interim measure for addressing gender-related issues more effectively in a number of countries. Greater attention will be focused on promoting partnerships between Governments and grass-roots organizations to increase outreach and to sustain follow-up action, evaluation and promotion of issues relating to the empowerment of women, women's rights and gender mainstreaming. This would include harnessing various media tools to raise awareness of the rights of women in the region and to rectify the flawed perception that distorts their image.

18.43 The subprogramme will synergize its work on the regional components of the programme of work, such as building consensus, promoting common regional positions vis-à-vis international agendas and undertaking joint activities with relevant regional organizations, chiefly LAS and its subsidiary bodies, namely the Arab Women Organization, which works under its auspices, and the Center for Arab Women Training and Research, and with United Nations organizations, especially the Division for the Advancement of Women in the Department of Economic and Social Affairs of the United Nations Secretariat, other regional commissions and the United Nations Development Fund for Women.

18.44 Based on the new mandates addressing the issue of women in conflict areas and their role in building peace and making peace, and building on previous successful, though limited, endeavours to support women in war-stricken and conflict areas, the subprogramme will focus due attention on identifying the needs of these women and building their capacity. This issue commands special attention in the ESCWA region, which is characterized by instability.

18.45 The subprogramme will achieve its expected accomplishments through its normative and analytical work, the holding of meetings, networking and knowledge-sharing, training workshops and the provision of advisory services on the empowerment of women and gender-related issues. It will also support member countries in bridging the gap between their commitments to international conventions and conferences and the realization thereof, which is often constrained by the absence or inadequacy of existing institutional mechanisms, laws and practices. To this end, the subprogramme will facilitate networking among Governments and among civil society institutions, and between them through the sharing and replication of good practices. It will also provide a forum for the exchange of experiences and the replication of good practices at the regional and international levels.

Subprogramme 7
Conflict mitigation and development

Objective of the Organization: To reduce the impact of conflict and instability on socio-economic and political development in Western Asia.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased understanding by member countries of the impact of conflict on socio-economic development in the region	(a) Increased number of public and civic entities that acknowledge benefiting from ESCWA work in identifying the socio-economic and political causes of instability and conflict
(b) Enhanced capacity of member countries to identify, assess, predict and respond to socio-economic and political issues and challenges posed by conflict and instability in the region	(b) (i) Increased number of tools and techniques adopted in assessing the root causes of conflict and instability
	(ii) Increased number of public and civic entities implementing, in partnerships with ESCWA and other entities, projects/programmes that address the socio-economic and political issues and challenges arising from conflict and instability

Strategy

18.46 The responsibility for implementing the subprogramme lies with the Conflict Mitigation and Development Section. To achieve its objective and expected accomplishments, the subprogramme will focus on the following four areas:

(a) *Analyses and policy formulation for conflict mitigation*. The subprogramme will monitor and analyse socio-economic and political events with a view to providing mitigation measures and deepening the understanding of the repercussions of crises and the impact of instability on socio-economic growth in the region. It will also formulate mechanisms to assist in reducing instability in Western Asia and disseminate lessons learned;

(b) *Capacity-building*. A key part of the strategy will be the improvement of good governance practices, such as improving the quality and effectiveness of public administration, human rights, rule of law and economic decision-making. Such policy recommendations will be supported by training and capacity-building for public and civic bodies to induce policy reform in accordance with international standards of excellence;

(c) *Mainstreaming conflict prevention*. The subprogramme will be a catalyst in incorporating the socio-economic development needs of conflict-stricken countries into the work of substantive divisions to formulate/implement policies and programmes that cater to the needs of these countries and attempt to reduce the destabilizing regional impact of conflicts;

(d) *Forging partnerships*. The development of partnerships to help member countries achieve national development targets will be another key component of the strategy. Based on past experience, partnerships operate at several levels, bringing together members of civil society, the private sector, government institutions and United Nations and international organizations operating in the region. Through strengthened partnerships, the subprogramme will be able to mobilize resources to support peacebuilding efforts in the region.

18.47 The subprogramme will work closely with the newly established Human Rights Council, the United Nations Development Programme, the United Nations Assistance Mission for Iraq, the Office of the United Nations Special Coordinator for the Middle East Peace Process and the Peacebuilding Support Office.

Legislative mandates

General Assembly resolutions

55/2	United Nations Millennium Declaration
57/144	Follow-up to the outcome of the Millennium Summit
57/270 A and B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
59/8	Cooperation between the United Nations and the Organization of the Islamic Conference
59/9	Cooperation between the United Nations and the League of Arab States
59/244	Third United Nations Conference on the Least Developed Countries
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system
60/1	2005 World Summit Outcome
60/157	The right to development
60/204	Role of the United Nations in promoting development in the context of globalization and interdependence
60/212	South-South cooperation
60/215	Towards global partnerships

Economic and Social Council resolutions

1818 (LV)	Establishment of an economic commission for Western Asia
1985/69	Amendment of the terms of reference of the Economic Commission for Western Asia: change of name of the Commission
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2004/65	Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010
2005/12	The need to harmonize and improve United Nations informatics systems for optimal utilization and accessibility by all States
2005/31	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2005/48	Role of the Economic and Social Council in the integrated and coordinated implementation of the outcomes of and follow-up to major United Nations conferences and summits
2005/50	The Damascus Declaration and the role of the Economic and Social Commission for Western Asia in the achievement of the internationally agreed development goals, including those contained in the Millennium Declaration

Economic and Social Commission for Western Asia resolutions

220 (XX)	Adoption of the Beirut Declaration
258 (XXIII)	Strengthening technical cooperation in the Economic and Social Commission for Western Asia
260 (XXIII)	Development and regional cooperation under unstable conditions
261 (XXIII)	Strengthening the cooperation between ESCWA and the League of Arab States in the field of Economic and Social Development
263 (XXIII)	Promoting partnership and resource mobilization
268 (XXIII)	Adoption of the Final Reports of the Subsidiary Bodies of the Economic and Social Commission for Western Asia

Subprogramme 1
Integrated management of natural resources for sustainable development

General Assembly resolutions

59/227	Implementation of Agenda 21, the programme for the further implementation of Agenda 21 and the outcome of the World Summit on Sustainable Development

59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
59/235	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa

Economic and Social Commission for Western Asia resolutions

244 (XXII)	Cooperation between ESCWA member countries with respect to shared water resources and the Arab networks for the integrated management of water resources
255 (XXIII)	The establishment of a regional mechanism for building capacities to manage shared water resources

Subprogramme 2
Integrated social policies

General Assembly resolutions

60/2	Policies and programmes involving youth
60/130	Implementation of the outcome of the World Summit for Social Development and the twenty-fourth special session of the General Assembly
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/133	Follow-up to the tenth anniversary of the International Year of the Family and beyond
60/135	Follow-up to the Second World Assembly on Ageing
60/203	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
60/227	International migration and development

Economic and Social Council resolutions

2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2005/10	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities

2005/11	Future organization and methods of work of the Commission for Social Development
2005/47	Joint United Nations Programme on HIV/AIDS (UNAIDS)

Economic and Social Commission for Western Asia resolutions

259 (XXIII)	Social policies

Subprogramme 3
Economic development and integration

General Assembly resolutions

59/57	A fair globalization: creating opportunities for all — report of the World Commission on the Social Dimension of Globalization
59/223	External debt crisis and development
60/5	Improving global road safety

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2005/44	Implementation of the Programme of Action for the Least-Developed Countries for the Decade 2001-2010

Economic and Social Commission for Western Asia resolutions

243 (XXIII)	Adoption of the Agreement on International Railways in the Arab Mashreq
256 (XXIII)	Adoption of the memorandum of understanding on maritime transport cooperation in the Arab Mashreq
257 (XXIII)	Selection of the routes to be given priority in implementation of the agreement on International Roads in the Arab Mashreq
265 (XXIII)	Regional cooperation in the field of road traffic safety

Subprogramme 4
Information and communication technology for regional integration

General Assembly resolutions

59/220	World Summit on the Information Society
60/205	Science and technology for development

Economic and Social Council resolutions

2004/68	Science and technology for development

Economic and Social Commission for Western Asia resolutions

245 (XXII)	The ESCWA initiative for activating the role of science, technology and technological innovation in achieving the Millennium Goals

Subprogramme 5
Statistics for evidence-based policymaking

General Assembly resolutions

60/2	Policies and programmes involving youth

Economic and Social Council resolutions

2005/13	2010 World Population and Housing Census Programme

Economic and Social Commission for Western Asia resolutions

247 (XXII)	The development of statistical work in the ESCWA region
262 (XXIII)	Support for the capacities for member countries in the field of statistics and the International Comparison Programme

Subprogramme 6
Advancement of women

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
60/136	In-depth study on all forms of violence against women
60/138	Improvement of the situation of women in rural areas
60/139	Violence against women migrant workers
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/210	Women in development

Economic and Social Council resolutions

2004/11	Agreed conclusions of the Commission on the Status of Women on the role of men and boys in achieving gender equality
2004/12	Agreed conclusions of the Commission on the Status of Women on women's equal participation in conflict prevention, management and resolution and in post-conflict peacebuilding
2005/31	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2005/43	Situation of and assistance to Palestinian women

Economic and Social Commission for Western Asia resolutions

264 (XXIII)	Implementation of the Beirut Declaration on Arab Women Ten Years After Beijing: Call for Peace

Subprogramme 7
Conflict mitigation and development

General Assembly resolutions

59/179	The right of the Palestinian people to self-determination
60/126	Assistance to the Palestinian people
60/183	Permanent sovereignty of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the Occupied Syrian Golan over their natural resources

Economic and Social Council resolutions

2005/3	Public administration and development
2005/51	Economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the occupied Palestinian territory, including Jerusalem, and the Arab population in the occupied Syrian Golan

Security Council resolutions

1645 (2005)	Post-conflict peacebuilding

Economic and Social Commission for Western Asia resolutions

260 (XXIII)	Development and regional cooperation under unstable conditions

Programme 19

Human Rights

Overall orientation

19.1 The overarching purpose of the United Nations human rights programme is to promote and protect the effective enjoyment by all of all human rights. The 2005 World Summit acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system, providing foundations for collective security and well-being. The United Nations human rights programme has a role in making development equitable, sustainable and responsive to the needs of people and in relation to conflict prevention and resolution. In order to promote and encourage respect for human rights, the programme undertakes to give practical effect to the will and resolve of the world community, as expressed through the United Nations, and it shall continue to be guided by the principles of universality, objectivity, impartiality and non-selectivity. Its mandate derives from Articles 1, 13, 55 and 62 of the Charter of the United Nations; the Vienna Declaration and Programme of Action, including its principles and recommendations, adopted by the World Conference on Human Rights and subsequently endorsed by the General Assembly in its resolution 48/121; Assembly resolution 48/141 establishing the United Nations High Commissioner for Human Rights; international human rights instruments adopted by the United Nations; the outcomes of relevant United Nations conferences and summits; and the resolutions and decisions of policymaking bodies, including, in particular, Assembly resolutions 55/2 on the United Nations Millennium Declaration, 57/300 on Strengthening of the United Nations: an agenda for further change and 60/1 on the 2005 World Summit Outcome.

19.2 The programme falls under the leadership of the High Commissioner for Human Rights, entrusted with the principal responsibility for the human rights activities of the Organization, under the direction and authority of the Secretary-General. The Office of the United Nations High Commissioner for Human Rights (OHCHR) acts as the central supportive structure for the programme. By 2008, the Office will complete, as appropriate, the first phase of its reform in the follow-up to the 2005 World Summit, which took note of the High Commission's plan of action.

19.3 The programme will work to remove obstacles to the full realization of all human rights and to prevent the continuation of human rights violations, including with relevant parties. Continued engagement of the Office with countries is essential to the realization of the programme in the framework of the enhanced partnerships at the national, regional and international levels. It will draw on the values of the Millennium Declaration and the 2005 World Summit Outcome, which call for the promotion of democracy, the strengthening of the rule of law and respect for all internationally recognized human rights and fundamental freedoms, including the right to development. Priority will continue to be given to emphasizing the importance of human rights on international and national agendas, combating poverty and countering discrimination on all internationally recognized grounds, including race, sex, language or religion, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection and addressing situations of international concern, particularly gross and systematic violations of human rights, as identified by the Human Rights Council and other relevant United Nations organs.

19.4 Increased support for human rights implementation will be provided to Member States, at their request, through, inter alia, assistance to national systems of human rights protection, national capacity-building, technical cooperation, human rights education and other activities. All human rights activities will be addressed in an integrated, interrelated and interdependent manner. The programme will continue to take gender issues fully into account in the development and application of norms and procedures so that violations against women and girls are clearly identified and addressed. Substantive and organizational support will be provided to the Human Rights Council, its procedures, other relevant United Nations organs and treaty-monitoring bodies. Particular efforts will be made to strengthen, rationalize and streamline the United Nations mechanisms in the field of human rights, as requested by the General Assembly in its resolutions 48/141 and 60/1. The programme will strive to meet the essential challenge of ensuring the enjoyment of human rights worldwide, through the dedicated and coordinated efforts of all relevant partners.

19.5 The programme strategy will be guided by the lessons learned from the 2006-2007 biennium, in particular with regard to measurements of achievement that can be implemented realistically by OHCHR.

Subprogramme 1
Human rights mainstreaming, right to development and research and analysis

19.6 The responsibility for implementing the subprogramme lies with the Research and Right to Development Branch of the Operations, Programmes and Research Division.

A. Human rights mainstreaming

Objective of the Organization: To advance the promotion and protection of human rights and to further integrate human rights and their gender dimension into all relevant areas of work of the United Nations system.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Integration of human rights aspects into development, humanitarian, peace and security, governance and rule of law programmes and activities of the United Nations system	(a) Increased number of United Nations projects and activities that further integrate human rights
(b) Strengthened capacity of the United Nations system, in particular United Nations country teams, to further integrate human rights into their respective programmes and activities and to assist Member States, at their request, in building and strengthening national human rights promotion and protection capacities	(b) Increased number of United Nations projects, activities and common country programming documents that further integrate human rights

(c) Wider knowledge within the entire United Nations system, including United Nations country teams, of relevant human rights issues and their gender dimension	(c) Increased number of Resident and Humanitarian Coordinators, Special Representatives of the Secretary-General, other senior officials and country teams trained and advised by OHCHR

Strategy

19.7 This part of the subprogramme will play a leadership role in pursuing cooperation within the United Nations system for the integration of all human rights into its development, humanitarian, peace and security, governance and rule of law programmes and activities, bearing in mind the existing mandates in these areas, in order to contribute to the full and effective implementation of international human rights standards by States. The strategy will focus on:

(a) Integrating a human rights perspective into United Nations programmes and activities in the development, humanitarian, peace and security, governance and rule of law areas, thus contributing to the promotion and protection of human rights at all levels;

(b) Strengthening the substantive engagement and partnership, at the international level, of OHCHR with the World Bank, the United Nations Development Programme, other United Nations agencies, bearing in mind their respective mandates, and civil society, promoting the practical integration of human rights into development programmes, as well as ensuring consistency and mutual reinforcement between United Nations-supported development activities and OHCHR country engagement strategies;

(c) Developing methodologies to facilitate the inclusion of all human rights in United Nations policies, programmes and activities for development, peace and security, rule of law, governance and humanitarian assistance, and to facilitate, where appropriate, the advancement of the practical applications of rights-based approaches to all the aforementioned areas;

(d) Contributing to developing the capability of the United Nations system, in particular the United Nations country teams, through training, advice and methodological tools to assist Member States, at their request, in building and enhancing national capacities to promote and protect human rights and in mainstreaming human rights into national policies.

B. Right to development

Objective of the Organization: To advance the promotion and protection of the right to development.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Further integration of the promotion and protection of the right to development in global partnerships for development and, as appropriate, into the policies and operational activities of relevant actors at all levels	(a) Increased number of partnerships agreed to and applying specific criteria for the assessment of global development partnerships from the perspective of the right to development

(b) Enhanced awareness, knowledge and understanding of the right to development at all levels	(b) Increased number of activities, analytical papers and information materials organized or made available by OHCHR within and outside the United Nations in contribution to increasing knowledge, awareness and understanding of the realization of the right to development

Strategy

19.8 This part of the subprogramme will pursue a multidimensional strategy to support the implementation of the right to development in accordance with the Declaration on the Right to Development and subsequent mandates and the Vienna Declaration and Programme of Action. The Strategy will focus on:

(a) Ensuring the realization of the right to development across the human rights programme and by the relevant bodies of the United Nations system;

(b) Enhancing substantive support to the Human Rights Council and its subsidiary mechanisms related to the right to development;

(c) Building stronger partnership and collaboration with relevant actors, including Member States, multilateral institutions and civil society, so that support given to human rights bodies relevant to the right to development will have increased focus on its practical implementation;

(d) Encouraging the promotion and protection of the right to development in global development partnerships, as reflected in Millennium Development Goal 8 (aid, trade and debt reduction), through advocacy, networking, technical advice and the establishment of partnerships and other kinds of cooperation;

(e) Promoting the implementation of the right to development in technical assistance to requesting countries and, taking into account a human rights-based approach, in national development strategies, such as poverty reduction strategy papers, where they exist, national Millennium Development Goal strategies and United Nations development frameworks, through close cooperation with Member States and United Nations agencies, funds and programmes;

(f) Identifying obstacles at the national, regional and international levels to the implementation of the right to development and promoting awareness about the content and importance of the right to development, including through increased engagement, research, advocacy and informational and educational activities;

(g) Promoting cooperation at the regional and international levels and continuing to support the working group and high-level task force on the right to development on the application of the criteria for the assessment of global development partnerships from the perspective of the right to development.

C. Research and analysis

Objective of the Organization: To contribute to removing obstacles to the implementation of international human rights standards based on an analysis of human rights problems and challenges and through the development and application of expertise on human rights themes and methodologies by increasing knowledge, awareness and understanding of human rights issues through research and analysis.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, by combating discrimination against groups including but not limited to women, children, persons belonging to minorities, indigenous peoples, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of involuntary disappearances	(a) Increased number of activities and measures taken to promote and protect the enjoyment of human rights by members of those groups
(b) Strengthened efforts that contribute to the elimination of racism, racial discrimination, xenophobia and related intolerance	(b) Increased number of measures taken to eliminate racism, racial discrimination, xenophobia and related intolerance
(c) Enhanced contribution of OHCHR to the effective implementation of the Millennium Development Goals	(c) Increased number of activities and measures undertaken in contribution to the effective implementation of the Millennium Development Goals
(d) Enhanced legal protection and advocacy for the implementation of all human rights, including economic, social and cultural rights, including at the country level	(d) Increased number of activities and measures undertaken in strengthening legal protection and advocacy in implementing all human rights, including economic, social and cultural rights
(e) More effective United Nations assistance to Member States and other stakeholders, at their request, in strengthening the rule of law and democracy mechanisms for the protection of all human rights	(e) Increased number of activities and measures undertaken in strengthening the rule of law and democracy mechanisms for the protection of all human rights
(f) Enhanced methodological expertise to implement human rights activities and to provide advice and assistance to Governments and partners within and outside the United Nations system	(f) Increased number of methodological and operational guidelines and tools developed for the realization of human rights
(g) Enhanced capacity of OHCHR to provide training and advice to promoting human rights compliance with a view to protecting rights-holders at the national level	(g) Increased number of advice and training activities provided by OHCHR and its partners, as appropriate, in relevant substantive areas

Strategy

19.9 This part of the subprogramme strategy will be based on the consolidation, further development and strengthening of substantive human rights expertise to support effective engagement with countries and global and national-level partnerships and to lead efforts within the United Nations system to meet current human rights challenges. Strengthened expertise will be used to overcome human rights implementation gaps and will provide the basis for OHCHR to work on technical cooperation, advocacy, training, policy development, analysis, protection and advice to partners at all levels. The strategy will focus on:

(a) Advocacy for the indivisibility, interdependence and interrelatedness of all human rights by enhancing substantive and methodological expertise; development and consolidation of partnerships within and outside the United Nations for strengthening national capacity in the areas of the rule of law, democracy and good governance; human rights approaches to development, counter-terrorism and anti-trafficking measures as well as to the implementation of the Millennium Development Goals; contributing to the elimination of racism, racial discrimination, xenophobia and new forms of discrimination; strengthening respect for the enjoyment of all human rights and fundamental freedoms by everyone, inter alia, combating discrimination against groups, including but not limited to women, children, persons belonging to minorities, indigenous people, persons with disabilities, persons affected by HIV/AIDS, migrants, victims of trafficking and victims of involuntary disappearances;

(b) Advancing knowledge, awareness, understanding and implementation of all human rights, including through research, policy-oriented analysis, support to standard-setting capacity-building, advocacy, best practices and development of methodologies in the areas of human rights protection, institution-building and education, development and delivery of human rights training activities, including within the framework of the World Programme for Human Rights Education, provision of specialized human rights reference services and improved knowledge management;

(c) Wider inclusion in advisory services and training provided to countries, upon their request, of measures to be taken to combat racism, racial discrimination, xenophobia and related intolerance, including through the effective implementation of all relevant international instruments and standards, and enhancement of research and analysis in this area.

Subprogramme 2
Supporting human rights bodies and organs

Objective of the Organization: To further the enjoyment and protection of human rights by providing substantive support and advice to the Human Rights Council and other United Nations human rights bodies and organs, as well as by increasing the knowledge and awareness of the international human rights machinery among national and international actors.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely delivery of required substantive and technical support to intergovernmental bodies, in particular to the Human Rights Council and its subsidiary and expert mechanisms	(a) (i) Increased timely availability of documents and prompt provision of substantive and technical support to the intergovernmental machinery and its subsidiary mechanisms, in compliance with relevant rules and regulations for the issuance of documentation, through the use of new information technology facilities and tools (ii) Increased amount of positive feedback received from Member States as a result of the substantive advice provided by the Secretariat to the organs concerned
(b) Timely delivery of required substantive support to States parties related to their participation in more streamlined and harmonized reporting procedures before treaty bodies	(b) Increased number of instances in which treaty bodies considered States parties' reports based on the streamlined and harmonized reporting procedure
(c) Enhanced awareness, knowledge and understanding of treaty body outputs among national and international actors, including through new and effective methods of dissemination, such as better use of the Internet	(c) Increased number of national and international actors at all levels making use of treaty body recommendations and decisions with the support of OHCHR
(d) Timely delivery of required substantive and other support to treaty bodies in order to ensure that their recommendations emanating from the review of States parties' reports are implementable, including as a result of country visits and consideration of individual complaints, where required by treaty bodies	(d) Increased number of activities and measures undertaken to strengthen treaty body recommendations and decisions
(e) Enhanced cooperation with stakeholders at all levels who can benefit from and/or contribute to the work of treaty bodies, including in follow-up to treaty body recommendations	(e) Increased number of activities and measures undertaken in cooperation with stakeholders at all levels, including in follow-up to treaty body recommendations

Strategy

19.10 The subprogramme is under the responsibility of the Treaties and Council Branch of the Human Rights Procedures Division. The strategy will include:

(a) Drawing on all available in-house resources and expertise to provide adequate substantive and technical support, including the analytical capacity, for the review of State reports, on the conduct of country visits by human rights treaty bodies, where provided for in the treaty or upon request of States, and processing of individual complaints;

(b) Enhancing the effective functioning of human rights bodies and organs, including the Human Rights Council, through coordinated support for the improvement, rationalization and streamlining of human rights procedures, as well as engagement with Governments, experts, special procedures mandate holders, specialized agencies, other international organizations, national institutions and non-governmental organizations to that end;

(c) Assisting human rights bodies in their efforts to make their deliberations and decision-making processes more effective;

(d) Strengthening the capacity and role of the OHCHR Documents Processing Unit, acting in close cooperation with the United Nations Office at Geneva, with a view to more effective coordination and streamlining of OHCHR documentation;

(e) Enhancing and coordinating in-house efforts more effectively and expanding partnerships with United Nations agencies, non-governmental organizations, national human rights institutions and the media to promote awareness and knowledge of all international human rights treaties and the work of all treaty bodies in order to support the effective implementation of international human rights standards and compliance with treaty commitments by States parties;

(f) Promoting ratification of the human rights conventions and protocols.

Subprogramme 3
Advisory services, technical cooperation and field activities

Objective of the Organization: To cooperate with countries in efforts to strengthen the implementation of international human rights standards at the national level, including through assistance to requesting States, support to national plans and capacity-building for human rights promotion and protection.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced capacity of the United Nations to assist States, at their request, in their effort to translate their international human rights obligations into effective laws, regulations and policies	(a) Increased positive feedback from Member States who benefited from OHCHR assistance in the area of legislative reform

(b) Enhanced institutional capacity development at the national level, through engagement with requesting States, to meet the challenges to the full realization of human rights	(b) Increased number of institutions established or strengthened in the field of human rights at the national level through assistance and training provided by OHCHR
(c) Enhanced support of OHCHR to human rights education and awareness-raising, including at the national level	(c) Increased number of institutionalized human rights training and education programmes for all relevant actors introduced at the national, subregional and regional levels, with the support of the United Nations human rights programme
(d) Enhanced capacity of United Nations country teams and United Nations peace missions to assist requesting countries in their effort to develop national human rights protection systems	(d) Increased number of programmes implemented by United Nations country teams and human rights components of United Nations peace missions in support of national human rights protection systems, in cooperation with requesting countries
(e) Enhanced OHCHR capacity to contribute to the prevention of the continuation of human rights violations in accordance with the mandate of the High Commissioner for Human Rights	(e) Increased number of cases when OHCHR assisted in resolving identified situations of large-scale human rights violations at short notice

Strategy

19.11 The subprogramme is under the responsibility of the Capacity-Building and Field Operations Branch of the Operations, Programmes and Research Division. The strategy will include:

(a) Strengthening United Nations efforts for peace, security and development by enhancing the capacity of United Nations country teams and of United Nations peacekeeping and peacebuilding missions to assist countries, at their request, in the development of national human rights protection systems guided, inter alia, by the recommendations of human rights treaty bodies and the human rights monitoring mechanisms of the Human Rights Council. This will be achieved through joint activities with the United Nations offices or missions, the deployment of human rights officers and the provision of expert advice from Headquarters, regional and country offices;

(b) Rapidly deploying human rights observers and fact-finding missions in crisis situations, at the specific request of countries or as mandated by the Human Rights Council and other United Nations policymaking bodies;

(c) Providing stakeholders at the national level with human rights legal advice, education and training through technical cooperation programmes aimed at strengthening the administration of justice and developing effective national human rights institutions, human rights education programmes and comprehensive national plans of action. The need to address different human rights gaps in the implementation of human rights will guide OHCHR field activities, including prompt response to early signs of potential human rights emergencies;

(d) Strengthening cooperation within the United Nations system at the regional and subregional levels for the protection and promotion of human rights, including interaction between OHCHR programmes in the field and relevant United Nations human rights mechanisms;

(e) Following human rights developments to assist the Human Rights Council and other United Nations policymaking bodies, as well as treaty-monitoring bodies, in engaging in a dialogue with countries in the implementation of their respective mandates and ensuring efficient and effective functioning of the country-specific special procedures of the Human Rights Council.

Subprogramme 4
Support for human rights thematic fact-finding procedures

Objective of the Organization: To ensure the effective functioning of human rights monitoring mechanisms by assisting special rapporteurs and representatives, experts and working groups mandated by policymaking bodies in order to protect potential victims and reduce the occurrence of human rights violations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced support to improve the impact of the work of special procedures mandate holders through the analysis of gaps in the implementation of international human rights standards and timely advice for addressing gross and systematic violations of human rights	(a) Increased number of plans and activities supported by OHCHR in follow-up to reports and recommendations made by the thematic mandate holders
(b) Enhanced cooperation with stakeholders who can benefit from and/or contribute to the work of the special procedures	(b) Increased number of partners, including Governments, civil society organizations, United Nations agencies and programmes, United Nations human rights machinery, including treaty bodies, and policymaking bodies cooperating in the implementation of special procedures' findings
(c) Increased assistance to thematic mandate-holders in their advocacy and endeavours to prevent and protect from human rights violations within their respective mandates	(c) Increased number of responses, feedback and follow-up to activities by special procedures mandate holders, including individual communications
(d) Efficient communication with right holders and institutions acting on their behalf on how to present their concerns to special procedures and on the follow-up to interventions made	(d) Increased number of activities undertaken to disseminate information on the mandates and activities of thematic procedures to individuals, United Nations partners and civil society

Strategy

19.12 The subprogramme is under the responsibility of the Special Procedures Branch, of the Human Rights Procedures Division. The subprogramme will strengthen its research, analytical, communications, information and logistical support for thematic procedures with a view to enhancing the impact of their work by:

(a) Further developing criteria and strengthening the methodologies for operations and reporting functions of special procedures and facilitating the implementation of the recommendations of the thematic procedures, including through various programmes for technical cooperation provided to requesting States;

(b) Strengthening the capacity of mandate holders to study, report and make recommendations within their mandates, inter alia:

(i) Through the provision of qualitative analysis of specific thematic issues, including alleged human rights violations;

(ii) Through exchange of information, where appropriate, between mandate holders and OHCHR country engagement activities;

(c) Supporting and providing thematic expertise to fact-finding missions, including through enhanced cooperation with OHCHR geographic desks;

(d) Disseminating knowledge of the findings and methodology of the thematic special procedures and improving coordination, where appropriate, among mandate holders and between them and other mechanisms of the human rights machinery;

(e) Reinforcing dialogue and cooperation between thematic special procedures and partners, including Member States, United Nations country teams, national human rights institutions, civil society organizations and victims themselves;

(f) Facilitating the special procedures' contribution to identifying impending human rights challenges and to the formulation and implementation of technical cooperation programmes.

Legislative mandates

General Assembly resolutions

48/141	High Commissioner for the promotion and protection of all human rights
55/2	United Nations Millennium Declaration
57/300	Strengthening of the United Nations: an agenda for further change
60/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
60/1	2005 World Summit Outcome
60/251	Human Rights Council

Commission on Human Rights resolutions

2004/2	Strengthening of the Office of the United Nations High Commissioner for Human Rights
2005/42	Integrating the human rights of women throughout the United Nations system (subprogrammes 1 and 2)

2005/54	Enhancement of international cooperation in the field of human rights (subprogrammes 1 and 3)
2005/58	Development of public information activities in the field of human rights, including the World Public Information Campaign on Human Rights

Subprogramme 1
Human rights mainstreaming, right to development and research and analysis

General Assembly resolutions

41/128	Declaration on the Right to Development
46/122	United Nations Voluntary Trust Fund on Contemporary Forms of Slavery
58/179	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
59/113 A and B	World Programme for Human Rights Education
59/166	Trafficking in women and girls
59/174	Second International Decade of the World's Indigenous People
59/186	Human rights and extreme poverty
59/189	Missing persons
59/190	Strengthening United Nations action in the field of human rights through the promotion of international cooperation and the importance of non-selectivity, impartiality and objectivity
59/193	Promotion of a democratic and equitable international order
59/195	Human rights and terrorism
60/131	Implementation of the World Programme of Action concerning Disabled Persons: realizing the Millennium Development Goals for persons with disabilities
60/141	The girl child
60/142	Programme of Action for the Second International Decade of the World's Indigenous People
60/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
60/145	Universal realization of the right of peoples to self-determination
60/147	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
60/150	Combating defamation of religions
60/152	Globalization and its impact on the full enjoyment of all human rights

60/155	Human rights and unilateral coercive measures
60/156	Enhancement of international cooperation in the field of human rights
60/157	The right to development
60/158	Protection of human rights and fundamental freedoms while countering terrorism
60/159	Human rights in the administration of justice
60/160	Effective promotion of the Declaration on the Rights of Persons Belonging to National or Ethnic, Religious and Linguistic Minorities
60/163	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all
60/165	Right to food
60/167	Human rights and cultural diversity
60/215	Towards global partnerships
60/232	Ad Hoc Committee on a Comprehensive and Integral International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities

Economic and Social Council resolutions and decisions

1998/279	Question of human rights and states of emergency
2003/246	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2003/264	The Social Forum
2004/253	Human rights and extreme poverty
2004/256	Question of the realization in all countries of the economic, social and cultural rights contained in the Universal Declaration of Human Rights and in the International Covenant on Economic, Social and Cultural Rights, and study of special problems which the developing countries face in their efforts to achieve these human rights
2004/257	The right to restitution, compensation and rehabilitation for victims of grave violations of human rights and fundamental freedoms
2004/268	Follow-up to the United Nations Decade for Human Rights Education
2004/275	Globalization and its impact on the full enjoyment of human rights
2004/276	Traditional practices affecting the health of women and the girl child
2005/9	Further promotion of equalization of opportunities by, for and with persons with disabilities and protection of their human rights
2005/10	Comprehensive and integral international convention to protect and promote the rights and dignity of persons with disabilities

2005/30	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2005/31	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2005/256	The right to development
2005/268	Working Group on Indigenous Populations of the Subcommission on the Promotion and Protection of Human Rights
2005/269	Working Group of the Commission on Human Rights to elaborate a draft declaration in accordance with paragraph 5 of General Assembly resolution 49/214 of 23 December 1994
2005/270	Human rights and indigenous issues
2005/271	Human rights and international solidarity
2005/273	Human rights and transnational corporations and other business enterprises
2005/278	Rights of persons belonging to national or ethnic, religious and linguistic minorities
2005/279	Protection of human rights and fundamental freedoms while countering terrorism

Commission on Human Rights resolutions

1999/46	Contemporary forms of slavery
2003/107	The Social Forum
2004/21	Adequate housing as a component of the right to an adequate standard of living
2004/34	The right to restitution, compensation and rehabilitation for victims of grave violations of human rights and fundamental freedoms
2004/35	Conscientious objection to military service
2004/43	Human rights in the administration of justice, in particular juvenile justice
2004/44	Human rights and terrorism
2004/45	Trafficking in women and girls
2004/50	Missing persons
2004/54	Tolerance and pluralism as indivisible elements in the promotion and protection of human rights
2004/71	Follow-up to the United Nations Decade for Human Rights Education
2004/118	Fundamental standards of humanity
2005/3	Combating defamation of religions
2005/4	The right to development

2005/14	Human rights and unilateral coercive measures
2005/16	Human rights and extreme poverty
2005/17	Globalization and its impact on the full enjoyment of all human rights
2005/18	The right to food
2005/20	Promotion of the enjoyment of the cultural rights of everyone and respect for different cultural identities
2005/22	Question of the realization in all countries of economic, social and cultural rights
2005/23	Access to medication in the context of pandemics such as HIV/AIDS, tuberculosis and malaria
2005/24	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
2005/25	Women's equal ownership, access to and control over land and the equal rights to own property and to adequate housing
2005/26	Human rights and forensic science
2005/29	Strengthening of popular participation, equity, social justice and non-discrimination as essential foundations of democracy
2005/30	Integrity of the judicial system
2005/31	Hostage-taking
2005/32	Democracy and the rule of law
2005/35	Basic Principles and Guidelines on the Right to a Remedy and Reparation for Victims of Gross Violations of International Human Rights Law and Serious Violations of International Humanitarian Law
2005/36	The incompatibility between democracy and racism
2005/37	Promoting the rights to peaceful assembly and association
2005/42	Integrating the human rights of women throughout the United Nations system
2005/45	Human rights and arbitrary deprivation of nationality
2005/49	Working Group on Indigenous Populations of the Subcommission on the Promotion and Protection of Human Rights
2005/50	Working Group of the Commission on Human Rights to elaborate a draft declaration in accordance with paragraph 5 of General Assembly resolution 49/214 of 23 December 1994
2005/51	Human rights and indigenous issues
2005/52	Protection of indigenous peoples in times of conflict
2005/54	Enhancement of international cooperation in the field of human rights
2005/55	Human rights and international solidarity
2005/56	Promotion of peace as a vital requirement for the full enjoyment of all human rights by all

2005/57	Promotion of a democratic and equitable international order
2005/59	The question of the death penalty
2005/60	Human rights and the environment as part of sustainable development
2005/61	World Programme for Human Rights Education
2005/64	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2005/65	Human rights of persons with disabilities
2005/66	Right to the truth
2005/68	The role of good governance in the promotion of human rights
2005/69	Human rights and transnational corporations and other business enterprises
2005/70	Human rights and transitional justice
2005/79	Rights of persons belonging to national or ethnic, religious and linguistic minorities
2005/80	Protection of human rights and fundamental freedoms while countering terrorism
2005/81	Impunity
2005/84	The protection of human rights in the context of human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS)

Subprogramme 2
Supporting human rights bodies and organs

General Assembly resolutions

2106 A (XX)	International Convention on the Elimination of All Forms of Racial Discrimination
2200 (XXI)	International Covenant on Economic, Social and Cultural Rights, International Covenant on Civil and Political Rights and Optional Protocol to the International Covenant on Civil and Political Rights
39/46	Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
44/25	Convention on the Rights of the Child
59/176	International Convention on the Elimination of All Forms of Racial Discrimination
59/262	International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families
60/141	The girl child

60/148	Torture and other cruel, inhuman or degrading treatment or punishment
60/149	International Covenants on Human Rights
60/231	Rights of the child

Economic and Social Council resolutions and decisions

1503 (XLVIII)	Procedure for dealing with communications relating to violations of human rights and fundamental freedoms

Commission on Human Rights resolutions

2005/9	Cooperation with representatives of United Nations human rights bodies

Subprogramme 3
Advisory services, technical cooperation and field activities

General Assembly resolutions

58/269	Strengthening of the United Nations: an agenda for further change
58/315	Comprehensive review of the whole question of peacekeeping operations in all their aspects
60/87	Regional confidence-building measures: activities of the United Nations Standing Advisory Committee on Security Questions in Central Africa
60/171	Situation of human rights in the Islamic Republic of Iran
60/172	Situation of human rights in Turkmenistan
60/174	Situation of human rights in Uzbekistan
60/180	The Peacebuilding Commission
60/233	Situation of human rights in Myanmar

Economic and Social Council resolutions and decisions

2005/257	Situation of human rights in Myanmar
2005/258	Situation of human rights in the Democratic People's Republic of Korea
2005/259	Situation of human rights in Belarus
2005/275	Advisory services and technical assistance for Burundi
2005/276	Assistance to Sierra Leone in the field of human rights
2005/277	Technical cooperation and advisory services in Nepal
2005/280	Situation of human rights in the Sudan
2005/281	Assistance to Somalia in the field of human rights
2005/282	Technical cooperation and advisory services in the Democratic Republic of the Congo

2005/293	Technical cooperation in the field of human rights in Afghanistan
2005/294	Situation of human rights in Haiti

Commission on Human Rights resolutions

2003/8	Human rights situation of the Lebanese detainees in Israel
2005/6	Israeli settlements in the Occupied Palestinian Territory, including East Jerusalem and the occupied Syrian Golan
2005/7	Israeli practices affecting the human rights of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem
2005/8	Human rights in the occupied Syrian Golan
2005/10	Situation of human rights in Myanmar
2005/11	Situation of human rights in the Democratic People's Republic of Korea
2005/12	Situation of human rights in Cuba
2005/13	Situation of human rights in Belarus
2005/43	Abduction of children in Africa
2005/71	Regional cooperation for the promotion and protection of human rights in the Asian and Pacific region
2005/73	Regional arrangements for the promotion and protection of human rights
2005/74	National institutions for the promotion and protection of human rights
2005/75	Advisory services and technical assistance for Burundi
2005/76	Assistance to Sierra Leone in the field of human rights
2005/77	Technical cooperation and advisory services in Cambodia
2005/78	Technical cooperation and advisory services in Nepal
2005/82	Situation of human rights in the Sudan
2005/83	Assistance to Somalia in the field of human rights
2005/85	Technical cooperation and advisory services in the Democratic Republic of the Congo

Commission on Human Rights decisions

2005/103	Question of human rights in Cyprus
2005/117	Situation of human rights in Liberia

Commission on Human Rights: Chairperson's statements that the Commission agreed on by consensus

2005	Question of Western Sahara (7 April 2005)
2005	Technical cooperation in the field of human rights in Afghanistan (21 April 2005)

2005	Situation of human rights in Haiti (21 April 2005)
2005	Situation of human rights in Colombia (22 April 2005)

Subprogramme 4
Support for human rights thematic fact-finding procedures

General Assembly resolutions

59/197	Extrajudicial, summary or arbitrary executions
58/245	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
59/178	Use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
60/161	Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognized Human Rights and Fundamental Freedoms
60/166	Elimination of all forms of intolerance and of discrimination based on religion or belief
60/168	Protection of and assistance to internally displaced persons

Economic and Social Council resolutions and decisions

2004/285	Extension of the mandate of the Special Rapporteur on the sale of children, child prostitution and child pornography

Commission on Human Rights resolution

2003/21	Effects of structural adjustment policies and foreign debt on the full enjoyment of all human rights, particularly economic, social and cultural rights
2003/23	Globalization and its impact on the full enjoyment of human rights
2003/25	The right to food
2003/27	Adequate housing as a component of the right to an adequate standard of living
2003/30	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2003/31	Question of arbitrary detention
2003/43	Independence and impartiality of the judiciary, jurors and assessors and the independence of lawyers
2003/45	Elimination of violence against women
2003/64	Human rights defenders
2004/17	Adverse effects of the illicit movement and dumping of toxic and dangerous products and wastes on the enjoyment of human rights

2004/25	The right to education
2004/36	Elimination of all forms of religious intolerance
2004/37	Extrajudicial, summary or arbitrary executions
2004/40	Enforced or involuntary disappearances
2004/41	Torture and other cruel, inhuman or degrading treatment or punishment
2004/55	Internally displaced persons
2004/62	Human rights and indigenous issues
2005/2	The use of mercenaries as a means of violating human rights and impeding the exercise of the right of peoples to self-determination
2005/24	The right of everyone to the enjoyment of the highest attainable standard of physical and mental health
2005/38	The right to freedom of opinion and expression
2005/47	The human rights of migrants
2005/55	Human rights and international solidarity
2005/64	World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
2005/69	Human rights and transnational corporations and other business enterprises
2005/79	Rights of persons belonging to national or ethnic, religious and linguistic minorities
2005/80	Protection of human rights and fundamental freedoms while countering terrorism

Commission on Human Rights decision

2004/110	Special Rapporteur on trafficking in persons, especially in women and children

Programme 20

International protection, durable solutions and assistance to refugees

Overall orientation

20.1 The overall objective of the programme is to provide international protection to refugees and others of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, as well as to ensure the provision of humanitarian assistance to them. Assistance plays a key role in facilitating international protection and the search for and realization of solutions. It is rooted in and grows out of the protective nature of the work of the Office of the United Nations High Commissioner for Refugees (UNHCR). In its operational activities, UNHCR seeks to integrate protection, the search for durable solutions and humanitarian assistance. The pursuit of durable solutions to the problems of refugees is the heart of protection and the principal purpose of the programme. The framework for the provision of international protection was further spelled out in the Agenda for Protection endorsed by the Executive Committee of the Programme of the United Nations High Commissioner for Refugees and welcomed by the General Assembly in 2002.[4]

20.2 The mandate for the programme is contained in General Assembly resolution 319 A (IV), by which the Assembly established UNHCR as from 1 January 1951, and resolution 428 (V), which sets out the statute of the Office. The Assembly has also called upon the High Commissioner to ensure that returnees receive assistance to help in their sustainable reintegration, as well as to monitor their safety and well-being on return (see resolution 40/118). In addition, on the basis of specific requests from the Secretary-General or the competent principal organs of the United Nations, and with the consent of the State concerned, UNHCR provides humanitarian assistance and protection to internally displaced persons (see resolution 48/116), working in cooperation with the United Nations Emergency Relief Coordinator (see resolution 58/153). In its work for internally displaced persons, and as part of the collaborative response of the United Nations system to internal displacement, UNHCR has been given special responsibility for the following three areas: protection, emergency shelter and camp management/coordination. As regards the assistance activities of UNHCR, the basic provisions of the statute were expanded by the Assembly in its resolution 832 (IX). Through the adoption by the Assembly of its resolution 58/153 on implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate, the Office was given a renewed mandate to address the challenge of forced displacement through a mission based on a spirit of solidarity, responsibility and burden-sharing, with an abiding commitment to make the Office a truly multilateral institution. Related to its work for refugees and internally displaced persons, UNHCR has also been mandated to address the situation of stateless persons in accord with the Convention relating to Status of Stateless Persons (1954) and the Convention on the Reduction of Statelessness (1961).

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[4] *Official Records of the General Assembly, Fifty-seventh Session, Supplement No. 12 A* (A/57/12/Add.1), annex IV.

20.3 The international legal basis for the protection of refugees finds its principal expression in the 1951 Convention and the 1967 Protocol relating to the Status of Refugees. In addition, there are a number of other international instruments of relevance, such as the 1989 Convention on the Rights of the Child. At the regional level, there are also important instruments and declarations, such as the Convention Governing the Specific Aspects of Refugee Problems in Africa of the Organization of African Unity (now the African Union), the Cartagena Declaration on Refugees, adopted by the Colloquium on the International Protection of Refugees in Central America, Mexico and Panama, and the San José Declaration on Refugees and Displaced Persons. Similarly for stateless persons, the international legal basis for addressing their situation is the 1954 and 1961 Conventions.

20.4 UNHCR is responsible for the implementation of the programme. The overall strategy that will be followed consists of a range of activities undertaken in cooperation with States and various organizations and pursued with a continued strong emphasis on improving efficiency, transparency and accountability, especially through the institutionalization of results-based management. Notable among them are the following:

(a) The pursuit of comprehensive strategies, in cooperation with States and organizations, aimed at mitigating and preventing the causes of forced population movements as well as finding solutions to them when they occur;

(b) The ongoing development of a legal regime of international protection, in particular through the promotion of accessions to international and regional instruments relating to the status of refugees or otherwise benefiting refugees, the effective implementation of refugee rights and the promotion and dissemination of refugee law and protection principles;

(c) Ensuring that UNHCR fully participates in and supports the strengthened collaborative response of the United Nations to situations of internal displacement through its leadership and coordination of the areas for which the Office has been given special responsibility: protection, emergency shelter and camp management/coordination;

(d) The further development of contingency planning, emergency preparedness and response capabilities, in coordination with other organizations, so as to respond effectively and efficiently to situations of forced human displacement;

(e) Ensuring that UNHCR and its partners provide protection and humanitarian assistance in a manner that is sensitive to environmental considerations and in such a way that it is supportive of and reinforces development initiatives to the extent possible;

(f) Ensuring that UNHCR and its partners incorporate into all aspects of the delivery of humanitarian assistance the particular needs and capacities, ascertained through participatory assessments, of refugee women and elderly refugees and the special needs of refugee children and adolescents;

(g) The further development, in consultation with concerned parties, of options to ensure the security and the civilian and humanitarian character of refugee camps and settlements as well as security in areas of return and to explore further concrete ways of enhancing the safety and security of UNHCR staff and other humanitarian workers working with refugees and returnees. In this regard, due consideration should be given to the obligation of United Nations officials, in the conduct of their duties, to observe fully both the laws and regulations of Member States and their duties and responsibilities to the Organization;

(h) The systematic follow-up to relevant recommendations in the plans of action emanating from recent international conferences, especially the plan of action related to the Millennium Development Goals;

(i) The involvement, as soon as possible, of other humanitarian and development organizations, both national and international, in providing assistance to refugees, returnees, internally displaced persons and host communities and in the search for durable solutions.

20.5 The programme is under the intergovernmental guidance of the Executive Committee of the Programme of the United Nations High Commissioner for Refugees, in accordance with its terms of reference, as adopted by the General Assembly in its resolution 1166 (XII). At its fifty-sixth session, in 2005, the Executive Committee, while considering the report of the United Nations Board of Auditors on the financial statements of the voluntary funds administered by the United Nations High Commissioner for Refugees for the year ending 31 December 2004, reviewed a recommendation related to the annual programme budget of UNHCR and the corresponding United Nations strategic framework and biennium budget to improve the congruence between the medium-term plan/strategic framework/biennial programme plan and the annual programme budget (A/AC.96/1010, para. 24). In a related decision, the Executive Committee took note of the audit report, the proposed follow-up of UNHCR to the audit recommendations (A/AC.96/1010/Add.1) and the report of the Advisory Committee on Administrative and Budgetary Questions (A/AC.96/1011/Add.1 and Corr.1). Accordingly, it is proposed that the subprogramme structure of the programme for the period 2008-2009 be reorganized and that the two subprogrammes that were approved in the biennial programme plan for the period 2006-2007 be consolidated into a single subprogramme entitled "International protection, durable solutions and assistance to refugees". This would align the subprogramme structure with the structure of the UNHCR operational programme and reflect the fact that in its operational activities, UNHCR is seeking to more fully integrate protection, the search for durable solutions and humanitarian assistance.

Objective of the Organization: To lead and coordinate efforts for the international protection of refugees and other persons of concern to the United Nations High Commissioner for Refugees and to seek permanent solutions to their problems, while at the same time ensuring the provision of humanitarian assistance throughout the refugee cycle from the outset of an emergency until such time as the beneficiaries have been successfully reintegrated into their communities of origin.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced international cooperation in the protection of refugees and others of concern	(a) (i) Increased number of accessions to the 1951 Convention/1967 Protocol (ii) Strengthened host country capacity, upon request, to provide quality asylum (iii) More efficient processing of refugee status determination

(b) International standards of protection are more fully met for all persons of concern to UNHCR taking into account their age, gender and personal background	(b) (i) Improved knowledge of international protection standards through participation in the Protection Learning Programme
	(ii) Improved levels of registration of persons of concern
	(iii) Increased percentage of sexual and gender-based violence survivors who have received psychosocial, medical, legal or any other form of support
	(iv) Decreased number of refugee camps reporting children (6-59 months old) suffering from global acute malnutrition
	(v) Increased percentage of refugees in camps having access to culturally appropriate HIV/AIDS information-education-communication materials
	(vi) Increased number of primary health-care facilities per 10,000 refugees established by UNHCR, as well as other quantifiable improvements brought about with the assistance of UNHCR to meet basic needs of refugees and others of concern to UNHCR
(c) Progress towards finding durable solutions to the many instances of forced displacement	(c) (i) Increased number of actors involved in activities aimed at promoting the self-reliance of returnees and providing support to host countries and countries of origin in order to promote durable solutions
	(ii) Increased number of refugees and other persons of concern who return from situations of forced displacement in the framework of programmes of voluntary repatriation to the countries of origin
	(iii) Increased number of persons resettled to third countries
(d) Strengthened partnerships with other actors to better enable UNHCR to discharge its mandate to assist refugees and others of concern to UNHCR in a spirit of burden-sharing and international solidarity	(d) (i) Increased level of voluntary contributions provided by the international community
	(ii) Number of emergency preparedness arrangements and contingency plans elaborated in response to potential refugee emergencies

	(iii) Increased number of coordinated initiatives of relevant United Nations agencies aimed at addressing needs of refugees or returnees and the surrounding communities
	(iv) Number of government agencies involved in the support of countries hosting/reintegrating refugees in accordance with the UNHCR strategy of repatriation, reintegration, rehabilitation and reconstruction
(e) Progress in helping host countries in the provision of assistance to refugees and others of concern to UNHCR and in strengthening their local capacity to cope with related issues	(e) Number of countries assisted by UNHCR to provide assistance to refugees and others of concern to UNHCR and to strengthen their capacity to cope with related issues

Strategy

20.6 Implementation of the programme falls under the overall responsibility of the Division of International Protection Services, the Division of Operational Services and the Regional Bureaux of UNHCR. The overall objective related to protection and durable solutions is multifaceted and will be pursued in a number of ways. Further accessions to the 1951 Convention and the 1967 Protocol relating to the Status of Refugees as well as to the 1954 Convention relating to the Status of Stateless Persons and the 1961 Convention on the Reduction of Statelessness will be promoted. The monitoring of the observance by States of internationally accepted standards for the treatment of refugees, especially the fundamental principles of asylum and non-refoulement, will contribute to ensuring the effective implementation of refugee rights by the States concerned. This will involve working especially for the establishment by States of fair and efficient procedures for the determination of refugee status or, as appropriate, other mechanisms to ensure that persons in need of international protection are identified and granted such protection, and to ensure that all persons seeking international protection are granted access to those procedures and mechanisms.

20.7 To ensure a more effective response to the protection needs of refugee women, children and adolescents, a more concerted effort to mainstream the policies and guidelines relating to refugee women, children and adolescents will be continued through the work of specially trained interdisciplinary UNHCR country teams. The promotion and dissemination of refugee law and protection principles, particularly through training, in cooperation with non-governmental organizations, academic institutions and other relevant organizations of governmental and non-governmental officials will be another means of achieving the stated objective. In addition, when, on the basis of a specific request of the Secretary-General or a competent principal organ of the United Nations and with the consent of the State concerned, UNHCR provides protection to internally displaced persons, it will do so on the basis of criteria enumerated in the relevant resolutions of the General Assembly and in close collaboration with other concerned entities and agencies. To revitalize old partnerships and build new ones in support of the international refugee protection system, efforts to promote collaboration on refugee protection with a wide range of actors, including the Office of the United Nations High Commissioner for Human Rights, will be continued. In order to find permanent solutions to the problems of refugees, especially those in protracted refugee situations, and internally displaced persons, efforts will be made to promote the development of more comprehensive and regional approaches.

20.8 The aspects of the programme dealing with humanitarian assistance, including emergency response, are under the responsibility of the Division of Operational Services and the Regional Bureaux. In order to implement the programme, UNHCR will engage in a number of strategies. In this connection, assistance, whenever possible, will be delivered in such a way that it involves the recipients and taps their potential. This participatory approach will be part of a broader situation analysis, which will also include improved demographic data deriving from the new registration tools (resulting from Project Profile) and the use of the established standards and indicators. This approach should lead to a significant improvement in the quality of the Office's assistance programmes, especially for refugee women, children and the elderly. UNHCR will also focus on the establishment of so-called "4R" programmes for returnees and internally displaced persons of concern to UNHCR to ensure the linkages between repatriation, reintegration, rehabilitation and reconstruction.

Legislative mandates

Conventions and conference declarations

Convention relating to the Status of Refugees (1951) and its Protocol (1967)

Convention relating to the Status of Stateless Persons (1954)

Convention on the Reduction of Statelessness (1961)

Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa (1969)

Cartagena Declaration on Refugees (1984)

Convention on the Rights of the Child (General Assembly resolution 44/25) (1989)

San José Declaration on Refugees and Displaced Persons (1994)

General Assembly resolutions

58/153	Implementing actions proposed by the United Nations High Commissioner for Refugees to strengthen the capacity of his Office to carry out its mandate
60/129	Office of the United Nations High Commissioner for Refugees

Executive Committee

A/AC.96/965/Add.1	Agenda for Protection

Programme 21
Palestine refugees

Overall orientation

21.1 The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) was established as a separate entity within the United Nations system and as a subsidiary organ of the General Assembly by resolution 302 (IV) from which UNRWA derives its mandate to provide continued assistance for the relief of Palestine refugees. Since starting its work in 1950, UNRWA has become the largest operational agency in the Middle East and has demonstrated the capacity to adapt and enhance its programmes, as required, to meet the evolving needs of refugees and to cope with developments in the region. It stands ready to continue doing so during the biennium 2008-2009 in accordance with the triennial mandate it receives from the Assembly.

21.2 UNRWA reports directly to the General Assembly. Overall review of UNRWA programmes and activities is undertaken by the 23-member Advisory Commission, which includes representatives of the Agency's major donors and host Governments. In its resolution 3331 B (XXIX), the General Assembly decided that, with effect from 1 January 1975, the expenses relating to the emoluments of international staff in the service of UNRWA, which would otherwise have been charged to voluntary contributions, should be financed by the regular budget of the United Nations for the duration of the Agency's mandate.

21.3 The strategic objectives of UNRWA for the biennium 2008-2009 are to support the educational, social and economic development of the Palestine refugees, to provide targeted relief and social support for the most vulnerable refugees, particularly women, children and the disabled, and to increase the investment of the international community in improving the welfare of Palestine refugees.

21.4 UNRWA aims to achieve its objectives by maintaining and improving the provision of education and health services, relief and social support, and microfinance loans to registered Palestine refugees in Jordan, Lebanon, the Syrian Arab Republic, the West Bank and the Gaza Strip, a population that may reach 4.5 million by 2008.

21.5 Since 2000, the Agency has provided emergency assistance to refugees in acute distress as a result of conflict, military operations, restrictions on the freedom of movement and prolonged economic hardship in the occupied Palestinian territory. This emergency assistance programme reaches over 1.2 million refugees annually. UNRWA will continue such services, as necessary, and will continue to provide, on an exceptional basis, as mandated in General Assembly resolution 2252 (ES-V), services to non-refugees in serious need of immediate assistance.

21.6 Internal strengthening is an organizational priority established during the previous biennium. It includes a dedicated project management function, improved policy development and implementation, and enhanced outreach capacity for the Commissioner-General of the Agency. UNRWA will continue its efforts to mainstream gender, both in programming and human resources management, and to develop further the Agency's protection response in programming, operation and advocacy, thereby bringing UNRWA closer to fulfilling its obligations vis-à-vis the directives of the Secretary-General, international human rights law, and the Beijing Platform of Action.

21.7 The Agency, which is largely dependent on voluntary funding to implement its programmes, has contended not only with chronic funding shortfalls, but also with more sudden, politically induced funding uncertainties. It will continue to maintain cost-conscious management, to carry out programme assessments, as necessary, and to maintain the operational flexibility required to respond to unforeseen disruptions to life and livelihood in Palestine refugee communities. In each subprogramme area, including general education and technical and vocational training, maternal and child health care and disease prevention, poverty eradication and microfinance, the Agency has sought to achieve programme results consistent with the targets and commitments established by the United Nations system, such as the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. UNRWA will continue, in its five areas of operation, to maintain its efforts to achieve this consistency throughout 2008-2009, including in the areas of educational services, health services, relief and social services and income-generating programmes, and will continue to undertake projects to improve infrastructure and socio-economic conditions.

Subprogramme 1
Education

Objective of the Organization: To meet the basic educational and training needs of Palestine refugees, in particular children and youth, and to improve their educational and employment opportunities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of education provided to the Palestine refugee population at all levels and increased access to educational facilities	(a) (i) Reduction in the dropout rate for pupils in the elementary education cycle (ii) Reduction in the dropout rate for pupils in the preparatory education cycle (iii) Reduction in the repetition rate for pupils in the elementary education cycle (iv) Reduction in the repetition rate for pupils in the preparatory education cycle (v) Increase in the pass rate of the comprehensive State examinations for semi-professional vocational training in Jordan, the West Bank and Gaza

(b) Adapted and improved course content and curricula in both the general and technical education programmes to match developments in host countries	(b) Percentage of the curricula adapted or improved relative to the total number of modifications required
(c) Adapted and improved course content and curricula in vocational training institutions to meet changing market conditions	(c) Percentage of the curricula adapted or improved relative to the total number of modifications required

Strategy

21.8 The strategy for attaining the objective includes:

(a) Supporting schools to ensure that each eligible Palestinian child has a place in school, where he/she receives quality education, and improving the services provided in vocational and technical training centres for better job opportunities;

(b) Maintaining an environment conducive to learning and meeting the needs arising from the natural growth in the refugee population by upgrading and constructing facilities and enhancing the skills and competencies of the Agency's teaching and training staff;

(c) Fostering work relationships with ministries of education in order to have ample time to respond to changes;

(d) Ensuring that equipment, tools and teaching aids are updated;

(e) Ensuring the maintenance of full gender parity in UNRWA schools;

(f) Providing educational services to Palestine refugees in accordance with the needs of the refugees, their identity and cultural heritage and consistent with the standards of the United Nations Educational, Scientific and Cultural Organization.

Subprogramme 2
Health

Objective of the Organization: To meet the basic health needs of Palestine refugees and to improve the overall state of health of their community.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Reduced infant and maternal mortality from preventable causes related to pregnancy and childbirth, with special emphasis on reduction of neonatal mortality	(a) (i) Increased percentage of infants delivered by trained personnel (ii) Increased percentage of pregnant women registered with health-care services
(b) Reduced morbidity, disability and mortality from communicable and non-communicable diseases	(b) (i) Maintenance of above 95 per cent immunization coverage rate against vaccine-preventable diseases (ii) Increased percentage of newly detected cases managed for non-communicable diseases

(c) Improved environmental sustainability in refugee camps and improvement of safe indoor water facilities	(c) (i) Increased percentage of camp refugee shelters connected to underground sewerage systems
	(ii) Increased percentage of camp refugee shelters provided with safe indoor water facilities, including potable water
(d) Streamlined health policies and service standards to conform with those of the host authorities	(d) Increased number of partnership agreements and joint programmes with the host authorities
(e) Reduced number of nutritional disorders	(e) (i) Decreased prevalence of anaemia among pregnant women
	(ii) Decreased prevalence of anaemia among preschool children
(f) Reduction of psychological trauma resulting from years of insecurity and chronic violence	(f) Increased assistance to persons suffering from mental trauma

Strategy

21.9 The strategy for attaining the objective includes:

(a) Focusing on integration of the various elements of care within a primary health-care approach, with special emphasis on reduction of risk factors and management of high-risk groups;

(b) Redesigning of the special programmes for control of non-communicable diseases and prevention and control of iron-deficiency anaemia in order to improve the impact of these programmes on the health status of the target group;

(c) Continuing investment in training and development of health staff;

(d) Strengthening partnerships with stakeholders to help mobilize additional resources and improve programme delivery by increasing efficiency and cost-effectiveness;

(e) Improving the efficiency of the distribution of food aid.

Subprogramme 3
Relief and social services

Objective of the Organization: To provide the most disadvantaged Palestine refugees with humanitarian assistance and promote self-reliance of less-advantaged members of the refugee community, especially women, the elderly, youth and persons with disabilities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved social safety net provision for the lowest income refugee families	(a) (i) Percentage of shelters rehabilitated in relation to cumulative identified housing needs
	(ii) Percentage of assisted special hardship case families living below the poverty line
	(iii) Percentage of special hardship case families receiving selective cash assistance compared to total number of special hardship families
(b) Enhanced well-being of disadvantaged Palestine refugees	(b) (i) Increased number of individuals benefiting from loan products through the microcredit community support programme
	(ii) Increased number of persons with disabilities who received direct rehabilitation from community-based rehabilitation centres
	(iii) Increased number of women benefiting from awareness-raising, skills training and legal/social counselling

Strategy

21.10 The strategy for attaining the objective includes:

(a) Adopting a needs-based approach to alleviate poverty among the most vulnerable Palestine refugees instead of a status-based approach. This will require improving the targeting mechanisms to identify those living under the poverty line, particularly those under the abject poverty line. The latter will necessitate revision of the income thresholds and eligibility criteria;

(b) Providing short-term humanitarian assistance in times of crisis to relieve the suffering of the worst affected individuals, families and communities;

(c) Ensuring that all registered refugee data are recorded in a web-based and up-to-date electronic database that will serve as the hub of an effective management information system for the Agency;

(d) Promoting and facilitating community-based action through community-based organizations that create social, cultural, economic or educational opportunities and provide services for women, the elderly, youth and persons with disabilities and their families;

(e) Promoting the institutional capacity of community-based organizations through training and technical assistance to enhance refugee participation in the formulation and implementation of social services for vulnerable groups in their communities.

Subprogramme 4 Microfinance and microenterprise

Objective of the Organization: To improve the quality of life of small and microentrepreneurs, create and sustain jobs, decrease unemployment and provide income-generating opportunities for needy men and women through the provision of credit.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased business and income-generating opportunities	(a) (i) Increased value of loans disbursed (ii) Increased number of loans disbursed
(b) Improved development of the capacity of women microentrepreneurs	(b) (i) Increased number of loans provided to women-owned enterprises (ii) Increased value of loans provided to women-owned enterprises

Strategy

21.11 The strategy for attaining the objective includes the development of a range of self-sustaining credit products that are sufficiently comprehensive to meet the normal range of financial needs of microenterprise owners and Palestine refugee householders. The outreach of these products to the business and residential community will be provided through an expanding network of branch offices in each region to ensure that areas with significant Palestine refugee populations have access to the programme's loan products. Each branch office will be developed on the basis of institutional cost recovery and where the market is able to support self-sufficient credit operations.

Legislative mandates

General Assembly resolutions

3331 (XXIX)	United Nations Relief and Works Agency for Palestine Refugees in the Near East
302 (IV)	Assistance to Palestine refugees
59/117	Assistance to Palestine refugees
60/102	Operations of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Programme 22
Humanitarian assistance

Overall orientation

22.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated response of the international community to disasters and emergencies and to facilitate the smooth transition from emergency relief to rehabilitation and development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly reaffirmed the guiding principles of humanitarian assistance and reinforced earlier decisions and resolutions adopted by it and the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and humanitarian emergencies. The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives.

22.2 The strategy for implementing the programme is based on the need for the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in complex emergencies and disasters; the development and mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the promotion of natural disaster risk reduction; advocacy of humanitarian issues; and the availability of timely information on emergencies and natural disasters to facilitate global humanitarian assistance. Within the United Nations system, the principal responsibility for the coordination and promotion of disaster risk reduction activities resides with the Inter-Agency Secretariat for the International Strategy for Disaster Reduction, while responsibility for the implementation of the Strategy resides with the United Nations system organizations in accordance with their respective mandates.

Subprogramme 1
Policy and analysis

Objective of the Organization: To ensure strategic and operational coherence of humanitarian response through the development of a structured policy and guidance framework.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved coordination within the United Nations system in response to disasters and emergencies	(a) The number of agreements adopted by the Inter-agency Standing Committee on appropriate standards to improve coordination mechanisms and structures at Headquarters and in the field
(b) Improved planning, monitoring and accountability during disasters and emergency situations, including the transitional phase from relief to development	(b) The number of inter-agency evaluation recommendations implemented by humanitarian agencies

(c) Improved capacity and policy responses by United Nations humanitarian coordinators for the protection of civilians upon the request of national Governments	(c) (i) The number of resident coordinators/humanitarian coordinators trained in the application of guidelines on the protection of civilians
	(ii) Increased number of United Nations humanitarian and resident coordinators trained in protection of civilian issues

Strategy

22.3 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York.

22.4 The Branch will continue to develop a humanitarian policy that identifies emerging humanitarian trends and changes in the humanitarian environment in order to build harmonized policy positions among humanitarian agencies based on international humanitarian law, guiding principles as contained in the annex to resolution 46/182 and human rights.

22.5 It will foster strategic and operational coherence through the development of a structured policy and guidance framework for use by humanitarian coordinators, Office for the Coordination of Humanitarian Affairs field offices and the broader humanitarian system. The Branch will also lead the development of inter-agency policies, guidance and analytical tools. It will develop aides-memoires and diagnostic tools for political actors, such as Member States and peacekeepers, to use during crisis management to help ensure consideration of key humanitarian concerns. In addition, it will contribute to the development of training programmes and standard operating procedures to ensure that staff and other actors in emergencies are aware of key humanitarian policies, methodologies and processes and are able to apply them flexibly and appropriately in varied contexts. The Branch will help identify best practice and innovative concepts that should be disseminated widely to inform and guide policy, operational decisions and crisis management.

22.6 Moreover, the Office for the Coordination of Humanitarian Affairs will support and promote the efforts of Governments of affected countries, upon their request, and those of other agencies, with the approval of the Government concerned, to assist and protect internally displaced persons. Support will be given to the establishment of effective planning capacity for the management of the transition from relief to reconstruction and development. In addition, efforts will be made to ensure that lessons learned from past experience are applied to the strengthening of future humanitarian assistance activities. The secretariat of the Inter-agency Standing Committee will provide support to the Committee in its efforts to ensure a well-coordinated international response to humanitarian crises and should conduct regular briefings with Member States on its activities.

Subprogramme 2
Coordination of humanitarian action and emergency response

Objective of the Organization: To ensure a coherent and timely humanitarian response to alleviate human suffering in natural disaster and complex emergencies.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Provision of timely and coordinated support to all United Nations operational agencies engaged in the response to humanitarian emergencies	(a) The establishment of effective resource coordination mechanisms in the field as well as at Headquarters
(b) Increased availability of extrabudgetary resources for humanitarian activities	(b) (i) Increased ratio of contributions received from donors to requirements identified in the consolidated appeals process
	(ii) Increased ratio of contributions received unearmarked from donors improving the flexibility of funding
(c) Progress in addressing the special needs of women and children in strategies for emergency response	(c) Increased percentage of instances where the needs of women and children are effectively addressed through common humanitarian action plans
(d) Humanitarian actions by the United Nations system are properly coordinated and integrated with political, security and peacekeeping initiatives	(d) (i) The number of political, security and peacekeeping initiatives that take into account humanitarian perspectives, in particular the Secretary-General's note of guidance on integrated missions dated 9 February 2006
	(ii) The number of up-to-date United Nations country team contingency plans
(e) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies	(e) (i) The average amount of CERF funding received and available for disbursement to humanitarian crises
	(ii) The prompt availability of CERF funds in the field office for an emergency crisis
	(iii) Agreed priority needs and programmes funded through CERF in a timely manner

(f) Timely mobilization and coordination of international assistance to countries affected by natural disasters	(f) International assistance as well as efficient coordination of international relief efforts are provided to the affected country within 48 hours following the request for international assistance by the affected country

Strategy

22.7 Within the Office for the Coordination of Humanitarian Affairs, substantive responsibility for the subprogramme is vested with the Coordination and Response Division, which was created in 2004 from the integration of the former Humanitarian Emergency Branch in New York and the Response Coordination Branch in Geneva.

22.8 The Coordination and Response Division will provide day-to-day analysis and advice on complex emergencies and natural disasters through its link to resident and humanitarian coordinators and Office for the Coordination of Humanitarian Affairs field coordination units worldwide; support the interaction of the Under-Secretary-General/Emergency Relief Coordinator with the Executive Office of the Secretary-General, the political, peacekeeping and security arms of the Secretariat, United Nations agencies and non-governmental organizations; provide inputs to and monitor all Security Council deliberations on issues with humanitarian implications; represent the Office for the Coordination of Humanitarian Affairs in relevant United Nations interdepartmental or inter-agency forums dealing with crisis management; provide analysis and recommendations for consideration by the Executive Committee on Humanitarian Affairs, as well as other United Nations executive committees; enhance preparedness in countries at risk of crisis through support to contingency planning; lead or participate in inter-agency and interdepartmental assessment missions and offer the United Nations system information and advice on a timely basis with respect to humanitarian assistance activities, in strict conformity with the guiding principles as contained in the annex to resolution 46/182.

22.9 The Division will also provide support to resident and humanitarian coordinators in the field to ensure effective field-based coordination; aim at the timely mobilization and coordination of international assistance to countries affected by emergencies through strengthened cooperation between assisting and recipient countries; activate international disaster response mechanisms to facilitate international relief assistance; provide support to Member States and international response networks to ensure improved coordination in crisis management; facilitate, where appropriate, field-based strategic planning for the common humanitarian action plans of the United Nations; draw up appeals to solicit support from the donor community for humanitarian action by the United Nations system and partners and reinforce services to field offices through greater participation in the inter-agency structure and management of the regional disaster response advisers; strengthen partnerships through the efficient and systematic monitoring of the implementation of policies and programmes; contribute to the analysis of issues related to access security; and analyse emergencies and lessons learned as a basis for further improving the process of designing relevant emergency response programmes, policies and guidance.

22.10 Finally, the Division will be actively involved in the implementation of the humanitarian reform initiated in 2005 to: (a) create more predictable humanitarian finances to ensure and enable a prompt response to new or rapidly deteriorating crises, in particular through the new Central Emergency Response Fund; (b) strengthen response capacity by establishing a system of cluster leads in those areas of activity where there are clearly identified gaps; and (c) strengthen the Humanitarian Coordinator system to better support field coordination.

Subprogramme 3
Natural disaster reduction

Objective of the Organization: To provide leadership and build partnerships in reducing vulnerability to natural hazards and ensure effective international support to reduce the impact of disasters.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased national capacities for reducing disaster risk	(a) (i) Increased number of development frameworks and policies adopted at the national level that include elements of disaster risk assessment
	(ii) Increased number of countries adopting national programmes to implement disaster risk reduction strategies
(b) Increased awareness and commitment to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters	(b) (i) Increased number of countries, regional and international organizations and other stakeholders reporting on progress in the implementation of the Hyogo Framework for Action
	(ii) Number of national coordination mechanisms and platforms established
	(iii) Number of countries with effective and functioning national coordination mechanisms in place
(c) Increased national capacities for post-disaster recovery planning at all levels	(c) (i) Increased number of knowledge products (tools, methodologies, case studies, training curricula) produced by national Governments and other relevant stakeholders
	(ii) Increased number of countries incorporating disaster-reduction measures into post-disaster recovery operations
(d) Increased level of donor support for disaster reduction and recovery programmes and projects	(d) Global number of disaster risk reduction activities financed by all relevant stakeholders

Strategy

22.11 Substantive responsibility for the subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat, as the focal point for disaster risk reduction within the United Nations system.

22.12 The World Conference on Disaster Reduction adopted the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters (see A/CONF.206/6), setting out strategic goals, priorities of action and implementation and follow-up activities within a strengthened International Strategy for Disaster Reduction system. The focus of the subprogramme has been realigned to meet the expected outcome of the Hyogo Framework for Action, following a two-fold strategy to achieve its objective concurrent with the focus of activities with the two participating organizations, namely, the secretariat of the International Strategy for Disaster Reduction and the UNDP Bureau for Crisis Prevention and Recovery.

22.13 The International Strategy for Disaster Reduction secretariat will continue to act as a facilitating body and "honest broker" in respect of policy coordination, advocacy, information provision, regional outreach and resource mobilization. It will facilitate coherence and team efforts towards the implementation of the Hyogo Framework at all levels, with a special emphasis on the United Nations system. Those efforts will include the servicing of the governance mechanisms of the International Strategy system, namely, the Management Oversight Board, the Global Platform for Disaster Reduction and its Programme Advisory Committee. The secretariat will also continue to raise the visibility and level of commitment to disaster risk reduction and continue to strengthen its regional presence to work closely with regional partners to provide more effective support to Governments. Finally, the secretariat will increase its efforts to promote cooperation among international organizations and networks to develop consistent data collection and forecasting on natural hazards, vulnerabilities and risks, and disaster impacts, including the continued development of a global disaster risk reduction information platform. Through its network of country offices, UNDP will continue to support the development and implementation of disaster risk reduction programmes and projects at the regional and national levels. A major thrust of UNDP/Bureau for Crisis Prevention and Recovery work will be devoted to the production of tools for mainstreaming disaster risk reduction in development and recovery planning in order to empower other partners to reduce disaster risk. These tools are supported by a capacity enhancement effort started in 2006 to put in place national advisers in high-risk countries. Capacity-building support will include risk analysis and monitoring; policy and programme formulation, implementation and evaluation; advocacy and resource mobilization; and training and learning for human resource development. A particularly relevant result sought through the work of the two organizations is increased investment in disaster risk reduction, expressed by an increased number of disaster-reduction and recovery projects funded by donors or other partners.

Subprogramme 4
Emergency support services

Objective of the Organization: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Prompt mobilization of international emergency response mechanisms and tools to facilitate international humanitarian assistance to victims of disasters and emergencies, including the identification of resource requirements and timely dissemination of information	(a) International assistance and resources are provided to affected country within 48 hours following the request for international assistance by the affected country
(b) Enhanced capacity and preparedness of national and international emergency/disaster management networks and partnerships in order to respond to disasters and emergencies	(b) Increased number of national and international partnerships and networks that can respond effectively to disasters and emergencies
(c) Heightened awareness of gender mainstreaming in disaster-assessment reports and appeal documents	(c) Percentage of situation reports issued during disasters that reflect the impact on the gender perspective

Strategy

22.14 Substantive responsibility for the subprogramme is vested in the Emergency Services Branch in Geneva.

22.15 Support will be provided to disaster-affected countries through the strengthening of mechanisms for emergency response; the promotion of the membership of developing and disaster-prone countries in emergency response networks; the development and strengthening of the response capacities of the Office for the Coordination of Humanitarian Affairs; and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies. In addition, support will be provided through the increased involvement of potential recipient and donor countries, using a regional approach, as well as United Nations agencies, in relevant activities, including training and exercise programmes and capacity-building for response preparedness.

22.16 Emphasis will be placed on ensuring the timely dissemination of information on the situation in countries affected by emergencies and disasters, including the identification of resource requirements, to humanitarian and other partners; activating emergency and disaster-response tools to reduce their impact; expanding the United Nations Disaster Assessment and Coordination team in different regions; standardizing operational procedures for international urban search and rescue teams; further developing a comprehensive network of partners, comprising Governments, United Nations agencies, intergovernmental and non-governmental organizations and corporate actors; and strengthening national and regional civil-military and military-military coordination for more efficient and coherent support to international humanitarian relief operations, inter alia, through the United Nations civil/military coordination training programme. Emphasis will also be placed on increasing the extent to which acute environmental impacts of disasters are identified and addressed during the response phase as well as strengthening coordination in the field of humanitarian logistics through expanded cooperation with relevant partners.

Subprogramme 5
Humanitarian emergency information and advocacy

Objective of the Organization: To ensure effective advocacy of humanitarian principles on behalf of populations affected by disasters and emergencies and strengthen systems for the provision of timely and reliable information in support of humanitarian decision-making and response.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced awareness and regard for humanitarian principles and concerns	(a) Increased media coverage that refers to humanitarian principles and actions
(b) Increased utilization of timely, accurate and relevant information on humanitarian emergency situations	(b) (i) Increased number of users (subscribers) of information made available through the Integrated Regional Information Networks (ii) Increased number of page views of information made available through ReliefWeb (iii) Increased use of inter-agency early warning/early action mechanisms resulting in an increase in the number of United Nations country team contingency plans for humanitarian emergencies

Strategy

22.17 Substantive responsibility for this subprogramme rests with the Advocacy and Information Management Branch.

22.18 Advocacy being a core mandate of the Office for the Coordination of Humanitarian Affairs, the Branch will enhance partnerships with United Nations departments and agencies, non-governmental organizations, Member States, regional organizations and other stakeholders in order to increase the commitment and support to humanitarian action globally. The Branch will further strengthen public information and media relations capacities at Headquarters and in the field in order to raise awareness of the plight and needs of civilians affected by conflicts and natural disasters and promote adherence to international humanitarian law and principles. It will also undertake outreach and targeted campaigns, in concert with its partners, to focus attention on specific humanitarian crises and issues.

22.19 Another vital aspect of the subprogramme is to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support humanitarian action on the ground. The Branch will further strengthen the systems for collection, analysis, dissemination and sharing of humanitarian information through expanded networks, coverage and reach. This includes updating and improving its principal websites, namely OCHA-Online and ReliefWeb, as well as the Integrated Regional Information Networks, its independent field-based humanitarian news service. Partnerships with other members of the humanitarian community for information-sharing, coordination and standardization will be further enhanced.

22.20 The Branch will also provide early warning information with regard to preventive and preparedness measures and will continue to provide secretariat and technical support to the United Nations inter-agency framework for coordination teams.

Legislative mandates

General Assembly resolutions

46/182	Strengthening of the coordination of humanitarian emergency assistance of the United Nations
47/120 A and B	An Agenda for Peace: preventive diplomacy and related matters
52/12	Renewing the United Nations: a programme for reform
53/192	Triennial policy review of operational activities for development of the United Nations system
59/212	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
60/1	2005 World Summit Outcome
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
60/124	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Economic and Social Council resolutions

1999/1	Special economic, humanitarian and disaster relief assistance
2005/4	Strengthening of the coordination of emergency humanitarian assistance of the United Nations

Security Council resolutions

1674 (2006)	Protection of civilians in armed conflict

Subprogramme 1
Policy and analysis

General Assembly resolutions

56/89	Scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel
58/118	Participation of volunteers, "White Helmets", in the activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development
59/171	New international humanitarian order
60/128	Assistance to refugees, returnees and displaced persons in Africa
60/168	Protection of and assistance to internally displaced persons

Subprogramme 2
Coordination of humanitarian action and emergency response

General Assembly resolutions

56/112	Emergency assistance to the Sudan
57/103	Emergency international assistance for peace, normalcy and rehabilitation in Tajikistan
57/148	Humanitarian assistance to the Federal Republic of Yugoslavia
58/24	Emergency humanitarian assistance to Ethiopia
58/26	Emergency humanitarian assistance to Malawi
58/27 A and B	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan and the situation in Afghanistan and its implications for international peace and security
58/115	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia
58/119	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster
59/112 B	Emergency international assistance for peace, normalcy and reconstruction of war-stricken Afghanistan
59/137	Assistance to survivors of the 1994 genocide in Rwanda, particularly orphans, widows and victims of sexual violence
59/171	New international humanitarian order
59/214	Assistance to Mozambique

59/215	Humanitarian and special economic assistance to Serbia and Montenegro
59/216	International assistance for the economic rehabilitation of Angola
59/219	Assistance for the rehabilitation and reconstruction of Liberia
60/128	Assistance to refugees, returnees and displaced persons in Africa
60/126	Assistance to the Palestinian people
60/216	International cooperation and coordination for the human and ecological rehabilitation and economic development of the Semipalatinsk region of Kazakhstan
60/217	Economic assistance for the reconstruction and development of Djibouti
60/218	Humanitarian assistance and rehabilitation for Ethiopia
60/219	Assistance for humanitarian relief and the economic and social rehabilitation of Somalia

Subprogramme 3
Natural disaster reduction

General Assembly resolutions

54/219	International Decade for Natural Disaster Reduction: successor arrangements
59/232	International cooperation to reduce the impact of the El Niño phenomenon
59/279	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/125	International cooperation on humanitarian assistance in the field of natural disasters, from relief to development
60/195	International Strategy for Disaster Reduction
60/196	Natural disasters and vulnerability

Subprogramme 4
Emergency support services

General Assembly resolutions

56/99	Emergency response to disasters
56/109	Strengthening of international cooperation and coordination of efforts to study, mitigate and minimize the consequences of the Chernobyl disaster

60/13	Strengthening emergency relief, rehabilitation, reconstruction and prevention in Pakistan in the aftermath of the South Asian earthquake disaster
60/15	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster
60/220	Humanitarian assistance and rehabilitation for El Salvador and Guatemala

Subprogramme 5
Humanitarian emergency information and advocacy

General Assembly resolutions

59/279	Strengthening emergency relief, rehabilitation, reconstruction and prevention in the aftermath of the Indian Ocean tsunami disaster

Programme 23

Public information

Overall orientation

23.1 The central purpose of the programme is to help fulfil the substantive aims of the United Nations by strategically communicating the activities and concerns of the Organization in order to achieve the greatest public impact. The responsibility for the programme is vested in the Department of Public Information both at Headquarters in New York and in the worldwide network of United Nations information centres, information components and regional information centres and services, where applicable. The mandate of the Department is contained in General Assembly resolution 13 (I). The Department's work is guided by the priorities laid down by the Assembly and its subsidiary body, the Committee on Information, through resolutions on questions relating to information, the most recent of which are 60/109 A and B. The Department is further guided by Assembly resolution 60/1, entitled "2005 World Summit Outcome".

23.2 The Department seeks to promote global awareness and enhanced understanding of the work and issues of the United Nations. To this end and using the Millennium Declaration as well as resolution 60/1 as its guide, the Department will focus on priority issues for the Organization, including the eradication of poverty, conflict prevention, sustainable development, human rights, dialogue among civilizations, the HIV/AIDS epidemic, combating terrorism in all its forms and manifestations, the needs of the African continent and coverage of United Nations peacekeeping efforts. As the Department responsible for the communication policies of the United Nations, the Department of Public Information works closely with substantive offices of the United Nations system to deliver effective and targeted information programmes on the aforementioned key areas, including global conferences and observances. It aims to reach audiences worldwide through intermediaries such as the media, governmental and non-governmental organizations, educational institutions, business and professional organizations and other segments of civil society.

23.3 To accomplish its mission, the work of the Department is driven by the following core strategies: a new client orientation that emphasizes a closer working relationship with the substantive departments and offices of the Secretariat and the organizations and bodies of the United Nations system in developing communication campaigns that advance the substantive objectives of the Organization; the targeted delivery of its communication products and services to global audiences, particularly influential opinion leaders and youth; the enhanced use of the latest information and communication technologies, in both the traditional and electronic media, to deliver information directly and instantaneously worldwide; the building of an expanded grass-roots support base through partnerships with civil society organizations; and the parity of official United Nations languages in preparing news and communication materials.

23.4 Within this framework, special efforts will be made to ensure that gender mainstreaming is incorporated into the design of public information products and activities, particularly those at the core of the various promotional campaigns for the United Nations system that are spearheaded by the Department.

Subprogramme 1
Strategic communication services

Objective of the Organization: To broaden understanding of and support for the work of the United Nations on priority thematic issues.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of media coverage on the thematic priority issues	(a) Higher percentage of balanced or favourable articles
(b) Clients' needs are met	(b) Higher percentage of clients expressing satisfaction with communication services
(c) Improved understanding at the local level of work carried out by the United Nations	(c) (i) Higher percentage of target audiences indicating that their understanding about the United Nations has grown or improved
	(ii) Increased number of page views of the subprogramme's websites

Strategy

23.5 The subprogramme will be implemented within the Department of Public Information by the Strategic Communications Division, which consists of the Communications Campaigns Service, the Information Centres Service, the network of United Nations information centres, information components and regional information centres and services, where applicable, and the Committee Liaison Unit.

23.6 The objective will be accomplished by providing greater strategic focus to the activities of the Department, including those of the network of United Nations information centres, information components and regional information centres and services, where applicable. Through the client planning process, the priority issues and activities of substantive departments will be identified and communications plans will be developed. These include publicizing key messages and reaching out to target audiences, employing the most appropriate tools. The United Nations Communications Group will be utilized to enhance the coordination of communications activities between the Department and the organizations of the United Nations family relating to these issues.

23.7 In order to generate better informed public opinion on priority issues, information products targeted at specialized media will be created and disseminated in the official languages, and in local languages by the network of United Nations information centres, information components and regional information centres and services, where applicable. Strategic media outreach activities, such as press conferences, interviews with senior officials and other activities, will be organized. Websites in local languages will continue to be created and maintained by the network of United Nations information centres.

23.8 Operational support and strategic communications advice will continue to be provided to the information components of United Nations peace missions.

Subprogramme 2
News services

Objective of the Organization: To strengthen support for the United Nations by increasing the geographic range and frequency of use by media outlets and other users of timely news and information products about the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased utilization by media organizations and other users of news and information about the United Nations	(a) (i) Increased number of partnerships with radio and television networks, by language and by region
	(ii) Increased number of page views of the United Nations website, including the News Centre, by official language
(b) Timely access by news organizations and other users to daily meetings-coverage press releases, television packages, photos and other information products	(b) Maintenance of the current percentage of products meeting deadlines

Strategy

23.9 The subprogramme will be implemented primarily by the News and Media Division, supported by the Office of the Spokesman for the Secretary-General and by the network of United Nations information centres, information components and regional information centres and services, where applicable.

23.10 The objective will be accomplished through the timely delivery of accurate, balanced and, where feasible, customized news and information materials and services, namely, radio, television, photographic, print and Internet, to media and other users globally, utilizing new information technologies to reach a wider audience more quickly. Multilingualism and developing-country media will be particular priorities of the subprogramme's outreach efforts.

23.11 New information technologies will also enable the subprogramme to focus on improving access from the field, especially during breaking news. Other benefits from modernization will include enhanced productivity and integration across different media, resulting in a coordinated and seamless multimedia service.

23.12 A cohesive promotional and distribution strategy will build more innovative partnerships with major broadcasters. These collaborations will help meet the needs of a global audience by offering to radio and television networks and to outlets on the Web and other new electronic forms of dissemination quality programmes that reflect the priorities identified by Member States, including the Millennium Development Goals. Special programmes will be produced and distributed, as required.

Subprogramme 3
Outreach and knowledge-sharing services

Objective of the Organization: To enhance understanding of the role, work and concerns of the United Nations and to encourage the exchange of ideas, information and knowledge in support of the goals of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened and expanded relationships with partners	(a) Increased partnerships with relevant organizations within the United Nations system and externally
(b) Increased awareness of outreach and knowledge-sharing services and products	(b) (i) Maintained level of clients expressing satisfaction with the subprogramme's products and services
	(ii) Increased number of page views of the subprogramme's websites

Strategy

23.13 The subprogramme will be implemented by the Outreach Division, which includes the Civil Society Service, the Dag Hammarskjöld Library and Knowledge-Sharing Centre, other United Nations libraries, as applicable, the Sales and Marketing Section and the secretariat of the Publications Board.

23.14 These offices will work to inform and stimulate debate on the Organization's priority issues through outreach efforts targeted to the public and in alliance with key partners, including non-governmental organizations, the academic community, educational institutions, depository libraries, other representatives of civil society and the media. They will also work to provide timely and up-to-date information products and services to facilitate the work of Member States, Secretariat staff and researchers and to support internal communications at the United Nations. The offices will provide a forum, through conferences, briefings, exhibits, publications and teaching materials, where intellectual input can be made to policy development by the United Nations and Member States in consonance with the mandates they have endorsed.

23.15 The objective will be accomplished by expanding the Division's relationships with internal and external partners and by involving those audiences in the concerns addressed by the United Nations. Emphasis in the area of information management carried out in particular by the Dag Hammarskjöld Library and Knowledge-Sharing Centre will be based on the needs of clients to access information in support of the goals of the Organization. Increased focus will be placed on coaching and training, support for staff and delegates on information management using technological tools and strengthened internal communications at the global level. Full use will be made of the opportunities provided by information and communication technologies, including the Internet, webcasting and videoconferencing, to reach larger audiences, encouraging their interaction with the Organization and enhancing their access to information about the United Nations and global issues. Management and preservation of the collections of the Library and digitization of the official United Nations collections will be addressed to ensure improved access and preservation. The Steering Committee for the Modernization and Integrated Management of United Nations Libraries, led by the Department of Public Information, works in partnership with other United Nations libraries to establish common policies, standards and services, including methods for evaluating and measuring the performance of library services.

Legislative mandates

General Assembly resolutions

13 (I)	Organization of the Secretariat (annex I)
59/103	United Nations Disarmament Information Programme
59/309	Multilingualism
59/313	A strengthened and revitalized General Assembly
60/1	2005 World Summit Outcome
60/38	Special information programme on the question of Palestine of the Department of Public Information of the Secretariat
60/109 A	Questions relating to information: information in the service of humanity
60/109 B	Questions relating to information: United Nations public information policies and activities
60/118	Dissemination of information on decolonization
60/140	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
60/144	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action
60/149	International Covenants on Human Rights
60/222	New Partnership for Africa's Development: progress in implementation and international support
60/252	World Summit on the Information Society
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Programme 24

Management and support services

Overall orientation

24.1 The overall purpose of the programme, the responsibility for which is vested in the Department of Management and the administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi, is to enhance the efficiency and effectiveness of the Organization in managing its resources in three broad management areas, namely, finance, human resources and support services; to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

24.2 The programme derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations, the Staff Regulations and Rules, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, General Assembly resolutions 41/213 and 42/211 and the successive annual resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, as well as resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260 and 60/283, addressing issues of the reform and revitalization of the Organization, and other relevant resolutions.

24.3 The programme is oriented principally towards fully meeting management reform measures, including those approved by the General Assembly, with the support of a communication strategy that ensures that Member States, managers and staff are fully informed of and engaged in the efforts to ensure a more effective and results-oriented Organization.

24.4 The Department of Management will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. The Department will also closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed.

24.5 Human resources management reform will continue to reflect the multicultural environment of the Organization and will be implemented to empower staff, increase their flexibility and mobility in adapting to the priorities of the Organization and enhance their ability to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

24.6 Moreover, the Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations organizations when such services would be more efficient and cost-effective than existing decentralized arrangements.

24.7 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

A. Headquarters

Subprogramme 1[5]

Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Objective of the Organization: To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency and transparency.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) Percentage of new and revised management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules
(b) Elimination of internal control and material weaknesses identified by audit bodies within the Organization	(b) Material weaknesses and reportable conditions are identified and remediation plans are in place
(c) Improved business processes	(c) (i) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required)
	(ii) Amount of efficiency gains resulting from business process improvements
(d) Improved methods, tools and techniques to assess efficiency and productivity in key management and service functions	(d) Number of benchmarks and other improved methods and tools utilized by the Secretariat to assess efficiency and productivity, and submission of reports to the General Assembly on them

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[5] The Department of Management at Headquarters is solely responsible for the implementation of subprogramme 1.

Strategy

24.8 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will act as a catalyst for the introduction of new managerial and administrative policies, processes and procedures, and programme managers will be guided on best management practices. The Office will focus on effective communication with Member States and within the Secretariat on management reform and policy issues and on monitoring, assessing and reporting on the impact of approved management reforms. In addition, it will review oversight body findings and recommendations, identify material weaknesses and reportable conditions, and follow-up on the status of implementation of recommendations and the adoption of remediation plans.

(b) Administration of justice

Objective of the Organization: To ensure the fairness and effectiveness of the internal system of justice in the resolution and adjudication of internal grievances.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A system of internal justice that is fair and effective in conformity with the human resources policies and rules of the Organization	(a) (i) Decreased average amount of time required for the final disposition of appeals, from the time of the lodging of an appeal to the Joint Appeals Boards until the decision of the Secretary-General (ii) Decreased average amount of time required for the final disposition of disciplinary cases, from the time of receiving a case in the Office of the Under-Secretary-General for Management until the decision of the Secretary-General (iii) Increased number of appeals and disciplinary cases disposed of and concluded during the biennium (iv) Reduced time period between the judgement of appeals and the implementation of appellate decisions (v) Increased percentage of responses indicating satisfaction with the fairness and effectiveness of the system of internal justice
(b) Measures to ensure the timely participation of managers in the administration of justice process	(b) Material reduction in delays in or extension of cases resulting from the failure of managers to respond

Strategy

24.9 This component of the subprogramme is the responsibility of the Administration of Justice Unit and the secretariats of the Headquarters Joint Appeals Board and Joint Disciplinary Committee, the Panel of Counsel and the Panel on Discrimination and Other Grievances. The Administration of Justice Unit, in particular, reviews and decides on the substantive work carried out by the New York secretariat of the Joint Appeals Board and Joint Disciplinary Committee. It also reviews and decides on the substantive work carried out by the secretariats of the Joint Appeals Board and Joint Disciplinary Committee in Geneva, Vienna and Nairobi, which are presented under executive direction and management, and detailed in that context, in the programme budget.

(c) Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Expected accomplishments of the Secretariat	Indicators of achievement
Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants at the meetings	(i) Timely preparation and submission of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination to the General Assembly
	(ii) Decreased percentage of representatives of Member States in the Fifth Committee and Committee for Programme and Coordination expressing dissatisfaction with the conduct of meetings and with the level and quality of technical secretariat services

Strategy

24.10 This component of the subprogramme is the responsibility of the secretariat of the Administrative and Budgetary Committee and the Committee for Programme and Coordination. The strategy to achieve the objective will include:

(a) Proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in strengthening and revitalizing their work. Provision of analytical and historical information on their proceedings with a view to developing appropriate proposals on the methods of work for review by the bodies concerned;

(b) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications.

Subprogramme 2
Programme planning, budget and accounts

(a) Programme planning and budgeting

Objective of the Organization: To secure the resources required for the financing of the mandated programmes and activities of the Secretariat and to improve management of the utilization of those resources.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to Member States on issues relating to the programme budget and budgets of the criminal tribunals	(a) (i) Increased percentage of reports and supplementary information submitted by the documentation deadlines
	(ii) Increased number of Member States in the Fifth Committee expressing satisfaction with the clarity, quality and completeness of budgetary documents and of supplementary information provided
(b) Improved monitoring and control of the programme budget, budgets of the criminal tribunals, and extrabudgetary resources	(b) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(c) Improved client services	(c) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the guidance provided by the Programme Planning and Budget Division on budgetary procedures and processes as at least "good" or "very good"
	(iii) Increased percentage of respondents to client surveys who rate the ease of access to budgetary information as at least "good" or "very good"

Strategy

24.11 This component of subprogramme 2 is the responsibility of the Programme Planning and Budget Division of the Office of Programme Planning, Budget and Accounts. During the plan period, the focus will be on:

(a) Continuing the facilitation of deliberations and decision-making on planning and budgetary issues by the General Assembly and its relevant subsidiary organs, through the provision of substantive services on programme and budgetary issues;

(b) Improving services to clients, both within and outside the Secretariat, by leveraging technology to simplify administrative processes and through continued emphasis on the development of the staff's substantive, technical and managerial skills;

(c) Continuing the monitoring of compliance by offices in receipt of specific delegations of authority in budgetary matters;

(d) Keeping under review and ensuring, through training and guidance, the successful and full implementation and evolution of results-based budgeting and results-based management through collaboration and partnerships with departmental partners, including offices away from Headquarters where similar expertise lies in this area and, in that connection, through strengthened cooperation with the Department of Economic and Social Affairs as regards the operation of the Integrated Monitoring and Documentation Information System;

(e) Carrying out periodic self-evaluation and strengthening cooperation with other departmental partners on monitoring and evaluation issues in order to enhance the integrated process of planning, budgeting, monitoring and evaluation;

(f) Improving the current procedures for the administration of extrabudgetary funds, including further improving the timeliness of responses to client departments and offices.

(b) Financial services relating to peacekeeping operations

Objective of the Organization: To secure the resources for the financing of peacekeeping operations and to ensure efficient and effective peacekeeping.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved reporting to the Advisory Committee on Administrative and Budgetary Questions, Member States and police and troop-contributing countries on issues relating to peacekeeping	(a) (i) Increased positive feedback from the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and police and troop-contributing countries on the format and presentation of peacekeeping budgets, performance reports and other related reports submitted (ii) Increased percentage of budget and performance reports submitted by the documentation deadlines
(b) Increased efficiency and effectiveness of peacekeeping operations	(b) (i) Liabilities for troops do not exceed three months (ii) Increased positive feedback from peacekeeping missions on the quality of guidance and services rendered

Strategy

24.12 This component of subprogramme 2 is the responsibility of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts. The presentation of budgets, performance and special reports will be improved and include results-based frameworks, where applicable, and resource requirements and expenditure information made more transparent. Cash positions will be closely monitored. Advice on budgetary policies, methodologies and tools, as well as training and guidance, will be provided to all peacekeeping missions.

(c) Financial accounting and reporting

Objective of the Organization: To further improve the quality of financial statements and client satisfaction with services provided.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved integrity of financial data	(a) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(b) Timely and accurate financial transactions	(b) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) The reconciliation of bank accounts within 30 days after month's end
(c) Improved client services	(c) (i) Increased percentage of clients surveyed who rate services as at least "good" or "very good"
	(ii) Number of improvements or beneficial adjustments made to terms of insurance policies

Strategy

24.13 This component of subprogramme 2 is the responsibility of the Accounts Division of the Office of Programme Planning, Budget and Accounts. The emphasis will be placed on leveraging technology to improve the processing of financial transactions, client services and the quality and availability of timely and accurate financial information. Efforts to simplify administrative processes will continue. The Accounts Division will participate actively in the selection, configuration and deployment of an enterprise resource planning system. It will also carry out activities to ensure readiness to implement external accounting standards (International Public Sector Accounting Standards), once adopted by the General Assembly, by 2010.

(d) Treasury services

Objective of the Organization: To ensure the prudent investment of funds and to improve cash-management actions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Continued prudent stewardship of funds	(a) (i) The return on the United States dollar investment pool is equal to or above the 90-day United States Treasury bill rate of return (ii) The return on the euro investment pool is equal to or above the Euro OverNight Index Average (EONIA) rate of return
(b) Improved efficiency and security of the payment system	(b) (i) Maintenance of a loss-free record in safeguarding financial resources (ii) Increased percentage of automatic disbursements through the Society for Worldwide Interbank Financial Telecommunication (SWIFT) (iii) Reduced number of bank accounts

Strategy

24.14 This component of subprogramme 2 is the responsibility of the Treasury of the Office of Programme Planning, Budget and Accounts. The focus will be on enhancing the reliability of internal controls, further developing the systems for investment and cash management and increasing the proportion of payments effected through electronic and other secure means.

(e) Assessment and processing of contributions

Objective of the Organization: To secure financing for the expenses of the Organization pursuant to Article 17 of the Charter of the United Nations and to improve the application of related decisions.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Timely submission of documentation required for informed decision-making by Member States on issues related to the scale of assessments, the basis for financing peacekeeping activities and the status of contributions	(a) (i) Maintenance of the percentage of monthly reports on the status of contributions submitted by the end of the following month

	(ii) Maintenance of or increase in the percentage of pre-session documentation relating to the scale of assessments and the basis of financing of peacekeeping operations submitted by the documentation deadlines
(b) Timely assessments on Member States based on decisions of the General Assembly	(b) Maintenance of or increased percentage of notifications of assessments issued within 30 days of the relevant decisions of intergovernmental bodies, as specified in financial rule 103.1

Strategy

24.15 This component of subprogramme 2 is the responsibility of the Contributions Service of the Office of Programme Planning, Budget and Accounts. The Service will provide effective support to the Committee on Contributions and the General Assembly in reaching agreement on the scale of assessments for the period 2010-2012 and on the basis for financing peacekeeping activities for that period and will ensure the timely issuance of assessments and information on the status of assessed contributions.

Subprogramme 3
Human resources management

(a) Operational services

Objective of the Organization: To support the sound management of human resources in the Organization and, with respect to staffing, to pay due regard to the principle of equitable geographical distribution in accordance with Article 101, paragraph 3, of the Charter of the United Nations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved recruitment, placement and promotion as well as facilitation of greater geographical representation and gender balance of staff	(a) (i) Increased number of departments and offices that conduct systematic succession planning (ii) Increased number of departments that, in partnership with the Office of Human Resources Management, apply strategic recruitment and achieve recruitment targets towards improving geographic distribution and gender balance

	(iii) Increased number of nationals from unrepresented and underrepresented Member States, in particular developing countries, in the Secretariat
	(iv) Reduction in the average number of days a post remains vacant in the Secretariat
(b) Improved services, support and advice provided to staff and departments/offices	(b) (i) Increased percentage of staff serviced at United Nations Headquarters expressing satisfaction for administrative services received
	(ii) Increased percentage of Executive Offices and Directors of Administration (at offices away from Headquarters) expressing satisfaction with support and advice provided
(c) Improved planning and monitoring of delegated authority in human resources	(c) (i) Increased number of departments/offices that achieve at least 70 per cent of their objectives in departmental human resources action plans
	(ii) Increased percentage of departments and offices expressing satisfaction with support provided in the implementation of monitoring recommendations

Strategy

24.16 This component of subprogramme 3 is the responsibility of the Operational Services Division of the Office of Human Resources Management. In line with the Secretary-General's human resources management reform programme, particular attention will be paid to integrated support services in the areas of human resources planning, information management, recruitment and placement, staff administration and monitoring of delegated authority. Emphasis will be placed on ensuring quality support and guidance in the implementation of human resources policy, in particular in staff selection and administration; strengthening organizational capacity and performance in areas identified through the monitoring of human resources management; refining the staff selection system; institutionalizing human resources planning, including succession planning and strategic workforce planning, and monitoring; re-engineering human resources administration processes, in particular in staff administration; enhancing global human resources information systems; and strengthening client orientation and communication.

24.17 The Management Performance Board now monitors the manner in which senior managers exercise all aspects of the authority that has been delegated to them, including their performance in achieving the objectives contained in human resources action plans. Under the current staff selection system, the head of department/office, having been delegated the authority to select staff, is responsible for the progress made towards achieving the targets for geography and gender balance, which will be presented under executive direction and management and detailed in that context in the programme budget.

(b) Organizational development

Objective of the Organization: To promote organizational culture change in the Secretariat, to build a more versatile and multi-skilled staff and to improve the working environment.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved versatility of staff	(a) (i) Increased staff participation in learning and career development programmes managed by the Office of Human Resources Management under this subprogramme (ii) Increase in the average number of training and other staff development activities per staff member
(b) Maintenance of an adequate number of young professionals available for recruitment	(b) Maintenance of the number of candidates rostered through the national competitive examinations within the range of 250 to 300
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment

Strategy

24.18 This component of subprogramme 3 is the responsibility of the Division for Organizational Development of the Office of Human Resources Management. In pursuing the objective of the subprogramme, the Division will focus on strengthening the current and future human resources of the Organization by enhancing the competitive entry processes; integrating the core and managerial competencies into all human resources systems, including recruitment, performance appraisal, career development and training; providing support for the career development of staff; implementing mechanisms to encourage mobility; contributing to the development of competitive conditions of service to ensure the recruitment and retention of highly qualified staff; supporting staff in balancing their professional and personal lives; and promoting equity in the workplace through the increased accountability of supervisors and the provision of staff counselling and advisory services. Emphasis will be placed on the development of policies to underpin the reform process; the enhancement of coordination with other organizations of the United Nations common system with respect to the formulation of system-wide policies regarding salaries, allowances and conditions of service of staff; and the provision of advisory services in respect of Secretariat staff worldwide.

(c) Medical services

Objective of the Organization: To ensure that all staff members, including those on mission, are fit to carry out their duties.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased awareness of staff regarding health issues	(a) Increased staff participation in health awareness programmes
(b) Improved staff health-care services	(b) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinics
	(iii) Increased proportion of hardship field duty stations and field missions having adequate medical facilities to serve United Nations staff

Strategy

24.19 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office of Human Resources Management. In achieving the objective of the subprogramme, the Division will continue to pay attention to providing clinical and health-promotion services to New York-based staff of the United Nations and its funds and programmes, to ensuring worldwide staff access to adequate health care in the most cost-effective manner, to advising the management on staff benefit programmes and other medico-administrative matters and to updating regularly medical standards and health policies and coordinating them for United Nations system-wide use. The Division will also emphasize the development of some of its programmes to further align its activities with the current priorities of the Organization, such as: (a) further strengthening of the emergency preparedness programme, including a United Nations system-wide medical response team to respond to crisis situations; (b) (i) continuously updating the United Nations Medical Services Staff Contingency Plan Guidelines for an Influenza Pandemic to ensure preparedness for a timely, consistent and coordinated response across the United Nations organizations to the possible global threat of an influenza pandemic, thereby minimizing the effects of such a pandemic; (ii) advising and assisting senior management and crisis management teams (worldwide, including Headquarters) in preparing their own country preparedness plans for an influenza pandemic; (iii) collaborating with the host city for a coordinated response; (c) providing mental health services as part of comprehensive health care; (d) enhancing efforts to ensure implementation of the medical aspects of the United Nations personnel policy on HIV/AIDS, including access to care and treatment; (e) further simplifying, streamlining and delegating medico-administrative activities to offices away from Headquarters; (f) implementing worksite wellness and prevention programmes; and (g) further developing implementation of the new occupational health information management system, including an electronic patient record to improve the delivery of services, and expanding health promotion and prevention programmes.

Subprogramme 4
Support services

(a) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology services efficiently and effectively support the operational goals of the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communication technology initiatives with the Organization's operational objectives	(a) (i) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication technology strategy (ii) Increased proportion of information and communication technology investments exceeding or meeting the predefined benefits
(b) Improved timeliness and effectiveness of information and communication technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting target deliverables
(c) Increased efficiency and effectiveness in delivering and supporting information and communication technology applications, systems and services	(c) Increased proportion of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) Increased number of improvement actions identified and implemented

Objective of the Organization: To facilitate achieving the strategic goals of the Organization through information and communication technology.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search, and retrieve information in all media formats	(a) Decreased time required to search, retrieve and file electronic information
(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management, reporting and consolidated decision-making	(b) (i) Increased number of redundant/duplicate data elements consolidated (ii) Reduction of manual inputs

(c) Improved support to substantive programmes in meeting the development goals of the Organization	(c) Increased number of substantive projects developed and implemented

Strategy

24.20 This subprogramme is the responsibility of the Information Technology Services Division of the Office of Central Support Services, under the strategic direction of the Chief Information Technology Officer. The emphasis of the work programme will be on:

(a) Leading the implementation of a global information and communication technology governance framework and approach that define the methodology and process to be followed for monitoring the performance and maturity level of information and communication technology services and their contribution to the achievement of organizational goals;

(b) Translating the Organization's functional and operational requirements into effective and efficient acquisition and implementation of information and communication technology solutions, with a focus on improving the management of information and resource planning;

(c) Identifying service requirements and defining commensurate delivery and support activities;

(d) Defining comparable levels of performance with industry benchmarks and monitoring performance;

(e) Promoting the use of open-source software in the United Nations Secretariat.

(b) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, facilities management, travel and transportation and archives and records management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of the physical condition of the facility pending implementation of the capital master plan	(a) An increase in infrastructure system malfunctions caused by the ageing of the facility is minimized
(b) Improvement efficiency of facility services	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services to the Organization at Headquarters	(c) Maintenance of savings achieved relative to the full cost of travel
(d) Improved management of Secretariat recordkeeping	(d) Increased percentage of offices implementing recordkeeping standards in the Secretariat

(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased percentage of respondents expressing satisfaction with the procurement service (ii) Reduction in procurement processing time
(f) Improved access and participation of vendors from developing countries and countries with economies in transition in United Nations procurement	(f) Increased procurement from vendors from developing countries and countries with economies in transition in United Nations procurement

Strategy

24.21 The subprogramme is the responsibility of the Facilities and Commercial Services Division of the Office of Central Support Services. The emphasis of the work programme will be on:

(a) Maintaining the physical condition of the premises at Headquarters through a regular maintenance and testing programme, supplemented by risk assessment analysis to proactively address critical system and infrastructure deficiencies. Pending the implementation of the capital master plan, the programme of work will be limited to requirements that are essential to provide a safe working environment for staff, delegates and visitors;

(b) Improving the efficiency of facility services delivery through the full implementation of the customer relationship maintenance system initiated in the biennium 2006-2007 and real-time monitoring of key performance indicators;

(c) Maintaining efficient and cost-effective travel and transportation services, in particular through close cooperation and benchmarking with other United Nations system organizations;

(d) Improving the management of Secretariat recordkeeping standards through the development of a governance framework for recordkeeping and provision of advisory services and web-based tools to support the implementation of standards throughout the Organization;

(e) Expanding areas in procurement where systems contracts can be employed effectively and further improving the quality of procurement actions and the time required to process them through increased automation and further rationalization of the procurement process.

B. United Nations Office at Geneva[5]

Subprogramme 2
Programme planning, budget and accounts (Geneva)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Effective treasury services	(d) Increased percentage of automatic disbursements through SWIFT
(e) Timely and accurate financial transactions	(e) (i) Increased percentage of payments that are processed and transactions recorded within 30 days
	(ii) Reconciliation of bank accounts within 30 days after month's end

Strategy

24.22 The subprogramme is the responsibility of the Financial Resources Management Service. The strategy to be employed to achieve the objective will include:

(a) Participating in the formulation and keeping abreast of the changes and developments of the United Nations policy on budget and finance and related areas;

(b) Closely liaising with Headquarters and communicating with and advising in an effective and timely manner the entities serviced by the United Nations Office at Geneva on the subject of budget and finance;

(c) Conducting risk assessment, strengthening internal control mechanisms and ensuring strict compliance with the Financial Regulations and Rules;

(d) Reviewing, on a regular basis, the workflow procedures in order to identify ways of ensuring more effective financial management as well as efficient work processes.

Subprogramme 3
Human resources management (Geneva)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Geneva.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Geneva	(a) (i) Increased percentage of staff serviced at the United Nations Office at Geneva expressing satisfaction with administrative services received
	(ii) Increased percentage of United Nations entities serviced by the United Nations Office at Geneva expressing satisfaction with support and advice provided
(b) Improved versatility of staff	(b) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic
	(iii) Increased level of satisfaction expressed by entities participating in the United Nations Office at Geneva Joint Medical Service

Strategy

24.23 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular staff selection and administration; staff development and learning activities in the areas of career development and support, competency and skill development; and provision of appropriate medical services, including health and wellness programmes, to increase the awareness of programme managers and staff of the Organization's medical standards and policies, promoting staff health and aligning the services provided with the current priorities of the Organization and the clients it serves.

Subprogramme 4
Support services (Geneva)

(a) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology services support the operational goals of the Organization efficiently and effectively.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communication technology initiatives with the Organization's operational objectives	(a) (i) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication technology strategy (ii) Increased proportion of information and communication technology investments exceeding or meeting the predefined benefits
(b) Improved timeliness and effectiveness of information and communication technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting target deliverables
(c) Increased efficiency and effectiveness in delivering and supporting information and communication technology applications, systems and services	(c) Increased proportion of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) Increased number of improvement actions identified and implemented

Objective of the Organization: To facilitate achieving the strategic goals of the Organization through information and communication technology.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search and retrieve information in all media formats	(a) Decreased time required to search, retrieve and file electronic information

(b) Improved support to substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

(b) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and facilities management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Efficient maintenance of the physical conditions of the facility	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Maintenance of savings achieved relative to the full cost of travel
(d) Enhanced level of quality and timeliness in the acquisition of goods and services	(d) (i) An increase in the level of client satisfaction with services rendered by the Joint Purchase Service (Common Procurement Activities Group of the United Nations Office at Geneva and Geneva-based international organizations)
	(ii) Reduction in procurement processing time
	(iii) Increased percentage of respondents expressing satisfaction with the procurement service

Strategy

24.24 The information and communication technology services component of the subprogramme is the responsibility of the Information and Communication Technology Service. Efforts will continue to be made towards positioning the United Nations Office at Geneva/Information and Communication Technology Service as the sole local provider of professional information and communication technology services along Secretariat-wide established standards and for all systems within the purview of the service.

24.25 The other support services component of the subprogramme is the responsibility of the Central Support Services. Emphasis will be placed on providing high-quality and timely services at the lowest possible cost to users while at the same time ensuring professionalism, transparency and the consistent application of United Nations established standards, rules and regulations.

C. United Nations Office at Vienna[5]

Subprogramme 2
Programme planning, budget and accounts (Vienna)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditure
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
(c) Improved integrity of financial data	(c) (i) A positive audit opinion of the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days after month's end
	(iii) Increased percentage of automatic disbursements through SWIFT

Strategy

24.26 The subprogramme is the responsibility of the Financial Resources Management Service. During the biennium, the Service will continue to take full advantage of technological innovations so as to further streamline financial and budgetary processes and to strengthen monitoring, financial control and reporting. The Service will continue to assist all programme entities of the United Nations Office at Vienna and the United Nations Office on Drugs and Crime in the areas of programme planning, budgeting, implementation and reporting on budget implementation and financial management. The strategy will include: (a) managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes; (b) providing assistance, guidance and training to programme managers and administrative units of client organizations on financial management and budgetary matters, review procedures and effective budget implementation; (c) strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management; (d) reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients; (e) improving the current procedures for the administration of extrabudgetary funds, including further improving on the timeliness of responses to client departments and offices.

Subprogramme 3
Human resources management (Vienna)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Vienna.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services support and advice provided to staff and United Nations entities serviced by the United Nations Office at Vienna	(a) (i) Increased percentage of staff serviced at the United Nations Office at Vienna expressing satisfaction with administrative services received
	(ii) Increased percentage of United Nations entities serviced by the United Nations Office at Vienna expressing satisfaction with support and advice provided
(b) Improved versatility of staff	(b) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities completed per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment

Strategy

24.27 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on implementing the Secretary-General's human resources management reform programme, in particular in the areas of: (a) staff development, by upgrading the staff's substantive and technical skills, linking learning and training initiatives closely to the performance appraisal system, succession planning, performance management, career development mechanisms, improved conditions of service and gender mainstreaming; and (b) strengthening a mechanism of staff and management accountability and responsibility at all levels. Efforts will also be made to ensure that appropriate medical services, including health and wellness programmes, are provided to staff of all United Nations entities stationed in Vienna.

Subprogramme 4
Support services (Vienna)

(a) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology services support the operational goals of the Organization efficiently and effectively.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communication technology initiatives with the Organization's operational objectives	(a) (i) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication technology strategy
	(ii) Increased proportion of information and communication technology investments exceeding or meeting the predefined benefits
(b) Improved timeliness and effectiveness of information and communication technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting target deliverables
(c) Increased efficiency and effectiveness in delivering and supporting information and communication technology applications, systems and services	(c) Increased proportion of services meeting expected service levels
(d) Increased responsiveness in closing operational gaps	(d) Increased number of improvement actions identified and implemented

Objective of the Organization: To facilitate achieving the strategic goals of the Organization through information and communication technology.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search and retrieve information in all media formats	(a) Decreased time required to search, retrieve and file electronic information
(b) Improved support to substantive programmes in meeting the development goals of the Organization	(b) Increased number of substantive projects developed and implemented

Strategy

24.28 The subprogramme is the responsibility of the Information Technology Service of the Division for Management. The strategic focus of, as well as investments in, information and communication technology will be targeted on the delivery of tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the United Nations intergovernmental and expert organs and other clients. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field; and (d) the building and efficient utilization of a skilled human resources capacity.

(b) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation and office space management for the United Nations and affiliated entities.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of efficient and cost-effective travel, visa and transportation services	(a) Maintenance of savings achieved relative to the full cost of travel
(b) Improved management of recordkeeping of the United Nations Office at Vienna and the United Nations Office of Drugs and Crime	(b) Increased percentage of offices implementing recordkeeping standards in the United Nations Office at Vienna and the United Nations Office of Drugs and Crime
(c) Enhanced level of quality and timeliness in the acquisition of goods and services	(c) (i) Increased percentage of respondents expressing satisfaction with the procurement service (ii) Reduction in procurement processing times

Strategy

24.29 The subprogramme is the responsibility of the General Support Section of the Division for Management. The focus will be on: (a) maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations located at the Vienna International Centre; (b) improving the recordkeeping standards for the United Nations Office at Vienna and the United Nations Office on Drugs and Crime with a view to a paperless office, in particular pursuing the electronic distribution and archiving of documents; (c) continuing to improve quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process wherever possible; (d) pursuing energy-saving and environmentally friendly measures at the Vienna International Centre.

D. United Nations Office at Nairobi[5]

Subprogramme 2
Programme planning, budget and accounts (Nairobi)

Objective of the Organization: To ensure sound, effective and efficient financial management of United Nations assets under the purview of the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved monitoring and control of the programme budget and extrabudgetary resources	(a) (i) Reduced unliquidated obligations as a percentage of final appropriation
	(ii) Reduced percentage variance between extrabudgetary allotments and expenditures
(b) Improved client services	(b) (i) Reduction in the turnaround time for the issuance of extrabudgetary allotments
	(ii) Increased percentage of respondents to client surveys who rate the quality of services as at least "good" or "very good"
(c) Improved integrity of financial data	(c) (i) A positive audit opinion by the Board of Auditors on financial statements
	(ii) The absence of significant adverse audit findings related to other financial matters
(d) Timely and accurate financial transactions	(d) (i) Increased percentage of payments that are processed and transactions recorded within 30 days of the receipt of all appropriate documents
	(ii) Reconciliation of bank accounts within 30 days after month's end
	(iii) Increased percentage of automatic disbursements through SWIFT
	(iv) Compliance with the benchmarks in the service-level agreements with the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat)

Strategy

24.30 The subprogramme is the responsibility of the Budget and Financial Management Service of the Division of Administrative Services. During the biennium, the Service will continue to take full advantage of technological innovations so as to streamline financial and budgetary processes further and to strengthen monitoring, financial control and reporting. The strategy will include:

(a) Managing the utilization of resources by leveraging technology to improve client services and to simplify administrative processes;

(b) Providing assistance, guidance and training to programme managers and administrative units of client organizations on budgetary matters, review procedures and effective budget implementation;

(c) Strengthening internal financial control and streamlining financial procedures and guidelines to ensure effective financial management;

(d) Reviewing, on a regular basis, the workflow procedures to identify ways of ensuring a more efficient and faster response to clients.

Subprogramme 3
Human resources management (Nairobi)

Objective of the Organization: To maintain a high-quality human resources management system at the United Nations Office at Nairobi.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved services, support and advice provided to staff and United Nations entities serviced by the United Nations Office at Nairobi	(a) (i) Increased percentage of staff serviced by the United Nations Office at Nairobi expressing satisfaction for services received
	(ii) Increased percentage of United Nations entities serviced by the United Nations Office at Nairobi expressing satisfaction with support and services provided
(b) Improved versatility of staff	(b) (i) Increase in the staff mobility index
	(ii) Increase in the average number of training and other staff development activities completed per staff member
(c) Improved working environment	(c) Increased percentage of staff expressing satisfaction with the working environment
(d) Improved staff health-care services	(d) (i) Increased percentage of clients expressing satisfaction with services rendered
	(ii) Decreased average waiting time for clients visiting the walk-in clinic

Strategy

24.31 The subprogramme is the responsibility of the Human Resources Management Service. The Service will focus on streamlining procedures and work-processes, introducing automated administrative systems and providing relevant and timely information to client offices; identifying and providing targeted training; assisting client offices with meeting their human resources action plan targets; promoting a service-focused, client-oriented work culture and encouraging critical feedback from offices that are serviced by the Human Resources Management Service.

Subprogramme 4
Support services (Nairobi)

(a) Information and communication technology services

Objective of the Organization: To ensure that information and communication technology services support the operational goals of the Organization efficiently and effectively.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved alignment of information and communication technology initiatives with the Organization's operational objectives	(a) Increased proportion of information and communication technology initiatives that can be traced back to the information and communication technology strategy
(b) Improved timeliness and effectiveness of information and communication technology acquisition and implementation processes	(b) Increased proportion of systems and services meeting target deliverables
(c) Increased efficiency and effectiveness in delivering and supporting information and communication technology applications, systems and services	(c) Increased proportion of services meeting expected service levels

Objective of the Organization: To facilitate achievement of the strategic goals of the Organization through information and communication technology.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved information management capability of the Organization, enabling an integrated and collaborative approach to store, search and retrieve information in all media formats	(a) Decreased time required to search, retrieve and file electronic information
(b) Improved resource planning management capability of the Organization, enabling an integrated and coordinated approach to financial controls, human resources systems, supply chain management reporting and consolidated decision-making	(b) (i) Increased number of redundant/ duplicate data elements consolidated (ii) Reduction of manual inputs
(c) Improved support to substantive programmes in meeting the development goals of the Organization	(c) Increased number of substantive projects developed and implemented

Strategy

24.32 The subprogramme is the responsibility of the Information, Communication and Technology Service of the Division of Administrative Services. The strategic focus of the Division in the area of information and communication technology will be to align its information and communication technology programme closely with the overall strategy of the Secretary-General to create an electronic United Nations by providing and enhancing access to and sharing of information, while providing the best available and most cost-effective set of common information and communication technology services, products and infrastructure to the United Nations entities in or operating from Kenya.

24.33 The Information, Communication and Technology Service will focus on delivering tangible returns in three areas, which are considered to be representative of core activities of the Organization: (a) administrative and management processes; (b) the sharing and dissemination of the Organization's institutional knowledge through electronic repositories of information; and (c) the servicing of the intergovernmental and expert bodies of UNEP and UN-Habitat. The following elements, as building blocks in the delivery of value-added services to the three focus areas, will be strengthened: (a) a robust infrastructure; (b) security policies and provisions to ensure business continuity; (c) reliable connectivity with the field and Headquarters; and (d) the building and efficient utilization of a skilled human resources capacity.

(b) Other support services

Objective of the Organization: To ensure efficient, effective and high-quality support in the areas of procurement, travel and transportation, facilities management, mail, pouch and archives and record management.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved physical conditions of the United Nations compound	(a) Decreased number of infrastructure system malfunctions
(b) Improved efficiency of facility services	(b) Increased proportion of service requests completed within standard turnaround times
(c) Maintenance of efficient and cost-effective travel, visa and transportation services	(c) Increase in savings achieved relative to the full cost of travel
(d) Improved management of recordkeeping	(d) Increased percentage of offices implementing recordkeeping standards in the United Nations Office at Nairobi, UNEP and UN-Habitat

(e) Enhanced level of quality and timeliness in the acquisition of goods and services	(e) (i) Increased percentage of respondents expressing satisfaction with the procurement service
	(ii) Reduction in procurement processing time
(f) Expanded cost-sharing mechanism and common services	(f) Increased number of subscribing/cost-sharing agencies

Strategy

24.34 The subprogramme is the responsibility of the Support Services Service of the Division of Administrative Services. The Service will seek to harmonize policies and procedures, concentrate on business process re-engineering, build capacity, introduce common services, build partnerships with clients and improve infrastructure. It will focus on:

(a) Reducing the turnaround time for the provision of facilities services;

(b) Maintaining efficient and cost-effective travel, visa and transportation services, in particular through close cooperation with other United Nations system organizations;

(c) Further improving quality and processing time in the area of procurement through increased automation and further rationalization of the procurement process;

(d) Facilitating access to archival materials and advocating the adoption of recordkeeping best practices by organizational entities in Nairobi.

Legislative mandates

General Assembly resolutions

42/211	Implementation of General Assembly resolution 41/213
52/12 A and B	Renewing the United Nations: a programme for reform
55/231	Results-based budgeting
57/300	Strengthening of the United Nations: an agenda for further change
58/269	Strengthening of the United Nations: an agenda for further change
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/246	Questions relating to the proposed programme budget for the biennium 2006-2007
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations

60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

General Assembly resolutions

57/292	Questions relating to the programme budget for the biennium 2002-2003, section II, capital master plan
57/307	Administration of justice in the Secretariat
58/268	Programme planning
58/280	Review of duplication, complexity and bureaucracy in United Nations administrative processes and procedures
58/316	Further measures for the revitalization of the work of the General Assembly
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolutions 48/218 B and 54/244
59/275	Programme planning
59/283	Administration of justice at the United Nations
59/313	A strengthened and revitalized General Assembly
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report

Subprogramme 2
Programme planning, budget and accounts

General Assembly resolutions and decisions

49/233	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations
57/575	Results-based budgeting

59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/234	Financial reports and audited financial statements, and reports of the Board of Auditors
60/257	Programme planning
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report

Subprogramme 3
Human resources management

General Assembly resolutions

49/222 A and B	Human resources management
51/226	Human resources management
52/252	Revisions to article I of the Staff Regulations and chapter I of the 100 series of the Staff Rules of the United Nations
53/221	Human resources management
55/258	Human resources management
57/305	Human resources management
58/144	Improvement of the status of women in the United Nations system
59/266	Human resources management
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/1	2005 World Summit Outcome
60/238	Human resources management
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues

Subprogramme 4
Support services

General Assembly resolutions and decisions

31/194	Utilization of office accommodation and conference facilities at the Donaupark Centre in Vienna

56/286	Strengthening the security and safety of United Nations premises
57/279	Procurement reform
57/304	Information and communication technology strategy
58/263	Report of the Joint Inspection Unit on the revenue-producing activities of the United Nations system
58/272	Special subjects relating to the proposed programme budget for the biennium 2004-2005, section I, information and communication technology strategy
58/276	Outsourcing practices
58/277	Report of the Joint Inspection Unit on the management audit review of outsourcing in the United Nations and the United Nations funds and programmes
58/278	Report of the Joint Inspection Unit on common and joint services of the United Nations system organizations at Vienna
59/276	Questions relating to the programme budget for the biennium 2004-2005
59/288	Procurement reform
59/296	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
59/289	Outsourcing practices
60/1	2005 World Summit Outcome
60/260	Investing in the United Nations: for a stronger Organization worldwide
60/266	Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations: cross-cutting issues
60/283	Investing in the United Nations for a stronger Organization worldwide: detailed report

Programme 25
Internal oversight

Overall orientation

25.1 The overall purpose of the programme is to enhance effectiveness in the implementation of all programmes through continually improved internal control mechanisms within the Organization. The mandate for the programme derives from the responsibility of the Secretary-General as the Chief Administrative Officer of the United Nations, entrusted to him under Article 97 of the Charter of the United Nations. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection and evaluation and investigation.

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

25.3 The Office assists Member States and the Organization in protecting its assets and in ensuring the compliance of programme activities with resolutions, regulations, rules and policies as well as the more efficient and effective delivery of the Organization's activities; preventing and detecting fraud, waste, abuse, malfeasance or mismanagement; and improving the delivery of the Organization's programmes and activities to enable it to achieve better results by determining all factors affecting the efficient and effective implementation of programmes.

25.4 The strategy of the Office is focused on ensuring that the Organization has an effective and transparent system of accountability in place and the capacity to identify, assess and mitigate the risks that might prevent it from achieving its objectives. To that end, the Office will (a) propose measures to assist the Organization in responding rapidly to emerging risks and opportunities; (b) provide independent information and assessments to assist effective decision-making; (c) provide independent reviews of the effectiveness of the use of the Organization's resources; and (d) promote a culture of change, including accountability, planning, integrity, results orientation, and risk awareness and management.

25.5 The Office undertakes a number of activities to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts. In addition, the Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, the internationally agreed development goals, including those contained in the United Nations Millennium Development Goals, and in the outcomes of the major United Nations conferences and international agreements since 1992. The Office also continues to work to enhance coordination with the United Nations Board of Auditors and the Joint Inspection Unit.

25.6 The preparation of the present biennial programme plan precedes the completion of the review of the Office of Internal Oversight Services, and governance and oversight in the United Nations system, as requested by the General Assembly in its resolution 60/1. Programmatic implications arising from this review will be dealt with in the context of the consideration of related proposals by the General Assembly and, as applicable, in accordance with resolution 58/269.

Subprogramme 1
Internal audit

Objective of the Organization: To ensure efficient and effective implementation and management of programmes, activities and operations by programme managers, in accordance with the relevant legislative mandates, regulations and rules.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of reports provided to programme managers and legislative bodies	(a) (i) Increased percentage of programme managers and Member States who express their satisfaction with the usefulness of internal audit reports
	(ii) Number of external and internal quality reviews to appraise and express an opinion that internal audit activities generally conform with the Standards for the Professional Practice of Internal Auditing
(b) Increased coverage of areas presenting risks to the Organization	(b) (i) Increased percentage of audits based on a systematic assessment of risks
	(ii) Increased percentage of critical recommendations addressing identified key risk areas
(c) Improved levels of efficiency and effectiveness in the implementation of programmes, and enhanced accountability by programme managers	(c) (i) Increased percentage of critical audit recommendations accepted by programme managers
	(ii) Actual savings and recoveries resulting from implementation of audit recommendations

Strategy

25.7 Based on the Standards for the Professional Practice of Internal Auditing, the Internal Audit Division will perform independent audits selected on the basis of identified risks to the Organization, make recommendations to mitigate those risks, increase efficiency and effectiveness, and improve compliance by programme managers with legislative mandates, regulations and rules. Timely reports and recommendations will be provided to the Secretary-General and to legislative bodies to facilitate decision-making, to improve United Nations programmes and field operations, and actively monitor, follow up and report on the implementation of audit recommendations.

Subprogramme 2
Monitoring, evaluation and consulting

Objective of the Organization: To mitigate risks to, and to enhance relevance and effectiveness of the Secretariat through independent, rigorous and objective programme performance monitoring, inspection, evaluation and management consulting.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved tools and methods and their increased use for results-based programme performance monitoring and assessment, evaluation and change management	(a) Increased percentage of requests met for technical assistance with programme performance monitoring and reporting, evaluation and change management
(b) Improved reporting on departmental compliance with Organization-wide instructions and guidance on results-based programme management, performance monitoring and assessment	(b) Increased percentage of programmes reporting in conformity with the instructions and guidance of the Office of Internal Oversight Services
(c) High quality of in-depth, thematic, triennial reviews and other external evaluations	(c) Percentage of evaluation reports assessed externally to be of good quality
(d) Clients acknowledge areas for improvement and implement change	(d) Increased percentage of clients expressing satisfaction with services provided

Strategy

25.8 The Monitoring, Evaluation and Consulting Division will enhance the availability of information and analysis on the implementation of mandated programmes in order to strengthen accountability for programme performance in the Secretariat. It will also promote the role of programme performance monitoring, evaluation and management consulting in improving organizational performance and achieving results. The Division will issue and update guidelines, manuals and standards pertaining to relevant aspects of programme management, results monitoring and evaluation. Oversight assignments will address thematic or functional challenges faced by the Organization, as well as Organization-wide or department-specific policies, systems, guidelines, methods and programme management practices and outcomes. The Division will report periodically on levels of overall compliance with established procedures for programme results monitoring and evaluation. By strengthening evaluation methods and approaches, building stronger client partnerships and using external experts more effectively, the Division will improve the quality of its evaluations. The Division will provide support for the establishment and strengthening of self-evaluation capacity in the Organization. By establishing and maintaining a web-based, user-friendly facility for the central deposit of evaluations and evaluative methodologies available to all staff, the

Division will promote sharing of knowledge on results-based management and performance assessment throughout the Secretariat. Through support to managers in their self-evaluation and change management efforts, the Division will seek to strengthen programme management within the Organization.

Subprogramme 3
Investigations

Objective of the Organization: To ensure, through investigations, compliance with the regulations and rules of the United Nations and to minimize the occurrence of fraud, violations of regulations and rules of the United Nations, mismanagement, misconduct, waste of resources and abuse of authority.

Expected accomplishments of the Secretariat	Indicators of achievement
Better protection of the Organization's assets and resources and greater compliance with the Organization's rules and regulations	Increased percentage of investigation recommendations accepted and implemented

Strategy

25.9 The Investigations Division will undertake professional investigations of reported allegations of fraud, misconduct, mismanagement, waste of resources, abuse of authority, violations of regulations and rules of the United Nations and other malfeasance in accordance with mandated requirements. On the basis of its findings, the Division will recommend the administrative, disciplinary, jurisdictional or other corrective action that should be taken, including undertaking basic investigative training for departments and offices. In addition, without compromising the operational independence granted under General Assembly resolutions 48/218 B, 54/244, 59/272 and 59/287, the Division will provide investigative services to the United Nations funds and programmes, as appropriate.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services

59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244
59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services

Programme 26
Jointly financed activities

A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management systems (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification

	(ii) Maintenance of the completion rat of all requests for hardship classificatio of field duty stations (250 per year)
(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

26.3 According to the statute of the Joint Inspection Unit, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses on trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

Objective of the Organization: To improve management, ensure optimum use of available resources and achieve greater coordination between the participating organizations of the United Nations system.

Expected accomplishments of the Secretariat	**Indicators of achievement**
(a) Improved ability of legislative organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and effectiveness of their activities	(a) The number of reports, notes and confidential letters submitted to the legislative organs and the executive heads of participating organizations
(b) Improved management of the participating organizations' secretariats through enhanced efficiency and effectiveness or enhanced controls and compliance	(b) (i) Increased percentage of recommendations aimed at management improvement (enhanced efficiency and effectiveness, financial savings, enhanced controls and compliance) that have been implemented by the majority of participating organizations (ii) Potential cost savings identified and actual cost savings achieved
(c) Increased coordination and cooperation among participating organizations	(c) Increased percentage of recommendations aimed at enhanced coordination and cooperation, including through dissemination of best practices, that have been implemented by the majority of participating organizations

Strategy

26.5 The Unit will achieve the objective by: (a) selecting relevant and timely subjects for its reviews on the basis of the identification of the key issues and risk areas of the organizations; (b) inviting more requests from the legislative organs and, encouraging suggestions from the United Nations System Chief Executives Board for Coordination, in addition to those submitted by individual executive heads; (c) closely coordinating its work with the Board of Auditors, the Office of Internal Oversight Services and other internal and external oversight bodies of the United Nations system to avoid duplication and achieve synergies; (d) further improving the quality of its reports and notes and the relevance of the recommendations contained therein; (e) preparing reports only when they contain recommendations requiring legislative action and making more use of notes, which may take the form of management letters; (f) promoting the systematic consideration of reports/recommendations by the legislative organs; and (g) further improving the system for monitoring the acceptance and implementation of recommendations and reporting thereon.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.6 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

26.7 In the biennium 2008-2009, CEB will focus its work on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. To this end, CEB will ensure greater coherence among the organizations of the system. Its efforts system-wide will be concentrated on: deepening understanding of global issues and improving knowledge; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. CEB will continue to devote its energy and efforts to strengthen the support of the system for the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. CEB will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in improving human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, improved platforms for knowledge-sharing. CEB will focus all its efforts on ensuring the common goals of a timely and results-based response to the policy directions and mandates of Member States.

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to decisions of intergovernmental bodies	(a) (i) Increased number of interventions, on behalf of the United Nations system, with intergovernmental and expert bodies (ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas	(b) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States

Strategy

26.8 During the biennium 2008-2009, both High-level Committees, in support of CEB, will continue to actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to programme matters and management and administrative issues to enhance the capacity of the organizations to operationalize normative advances by pooling resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system at the global, regional and country levels so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. As necessary, the Committee will draw on inter-agency networks and task forces to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-level Committee on Management will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, including by strengthening the "security management system"; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources and finance and budget management. In the area of information and communication technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communication technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems and payroll; information and communication technology governance, best practice and business case development; service sourcing; inter-agency connectivity; common application solutions and information and communication technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233 and 57/284 A and B	Joint Inspection Unit
58/270	Questions relating to the proposed programme budget for the biennium 2004-2005
58/286 and 60/258	Joint Inspection Unit

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolution and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communication technologies for development
59/250	Triennial comprehensive policy review of operational activities for development of the United Nations system

Programme 27

Safety and security

Overall orientation

27.1 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276.

27.2 The overall objectives of this programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system-wide methodology; (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

27.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

27.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2008-2009, the Department will continue to focus on enhancing coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity in the Department to facilitate rapid response to security incidents and emergencies.

Subprogramme 1
Security and safety coordination

Objective of the Organization: To protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an emergency early warning system 24 hours a day, 7 days a week.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at the United Nations headquarters locations and regional commissions	(a) (i) Increased compliance with headquarters minimum operating security standards for United Nations headquarters locations and regional commissions (ii) Decreased number of unauthorized entries to the United Nations premises (iii) Reduced number of safety-related claims submitted
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) (i) Increased percentage compliance with the baseline for building evacuation time at United Nations headquarters and regional commissions, as established for each location (the baseline varies for each location) (ii) Reduced response time to emergency security incidents by Security and Safety Services personnel at United Nations headquarters locations and regional commissions (response time varies for each location)

Strategy

27.5 This subprogramme is the responsibility of the Division of Safety and Security Services. The strategy for implementing the subprogramme will focus on ensuring a secure and safe environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving emergency response and evacuation time efficiency at United Nations headquarters and regional commissions; (g) increasing the level of professionalism of the security and safety personnel through the provision of specialized training on a continuous basis, which will also maximize the use of officers for multiple specialized security functions; (h) in coordination with the Compliance, Evaluation and Monitoring Unit, conducting compliance missions to support the implementation, evaluate the effectiveness and monitor the compliance with security policies, standards and operational procedures. Priority will also be given to enhanced coordination of close protection operations by developing training standards and programmes for United Nations security officers, raising awareness among staff and VIPs on working with a close protection team and by taking stock of all regular and ongoing protection operations.

Subprogramme 2
Regional field coordination and support

(a) Regional field coordination

Objective of the Organization: To enhance the protection of staff members of the United Nations system, associated personnel, eligible dependants and facilities at all duty stations.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants	(a) (i) Maintenance of percentage of up-to-date threat and risk analyses for all duty stations
	(ii) Increased compliance with minimum operating security standards by duty stations
(b) Timely response to security incidents	(b) (i) Completion and exercise of all country-level security contingency plans, as well as those of the Department of Safety and Security
	(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice
(c) Enhanced security management system	(c) (i) Strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment
	(ii) Expanded field support by security advisers and field security coordination officers outside the capital area
	(iii) Speedier provision of tailored threat assessments in areas of cross-border conflict
	(iv) Rapid initial reporting of incidents in the region

Strategy

27.6 This subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) in coordination with the Compliance, Evaluation and Monitoring Unit, conducting field compliance missions to support the implementation, evaluate the effectiveness and monitor the compliance with security policies, standards and operational procedures; (e) assisting and monitoring the implementation of the minimum operating security standards at all duty stations and security components of peacekeeping operations, humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety guidelines and directives; (h) coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of their programmes.

(b) Field support

Objective of the Organization: To increase the safety and security knowledge and skills of multiple clients of the United Nations security management system and to reduce and/or pre critical-incident stress.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) Increased percentage of staff ar their families in the field who have received stress-management trainin (ii) Increased number of counsello trained in critical-incident stress management in emergency settings u the new training package (iii) Increased level of coverage for United Nations staff requiring emoti first aid and psychological damage control following reported critical incidents

(b) Enhanced abilities in security and safety matters of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system
	(ii) Increased percentage of United Nations staff at headquarters and field locations who have received security training relevant to their duties and responsibilities
	(iii) Increased percentage of designated officials and security management team members undertaking security training to enhance their abilities to fulfil their security responsibilities
	(iv) Increased percentage of Department of Safety and Security field security officers undertaking training and enhanced skills development

Strategy

27.7 This subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) developing crisis management response plans, capabilities, and procedures; (b) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (c) conducting regional workshops and seminars on security and safety issues, including on stress management; (d) developing and updating related training materials, taking into account gender-specific material; and (e) providing counselling services to staff exposed to critical-incident stress, as needed. Additional efforts will focus on enforcing the accountability and responsibility of stress staff counsellors and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel

56/286	Strengthening the security and safety of United Nations premises
57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel